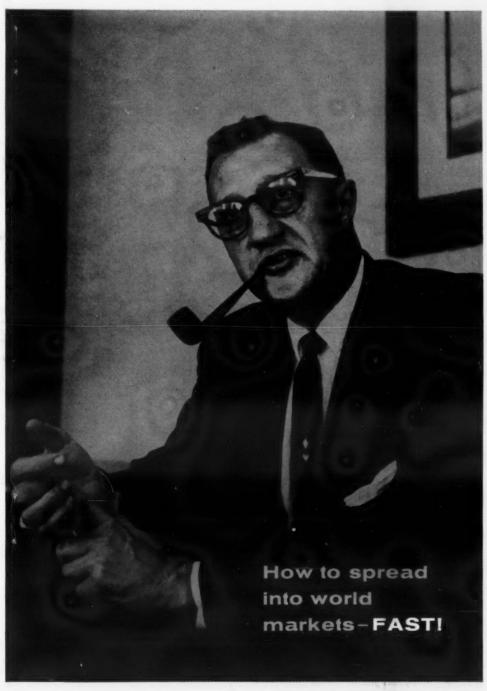
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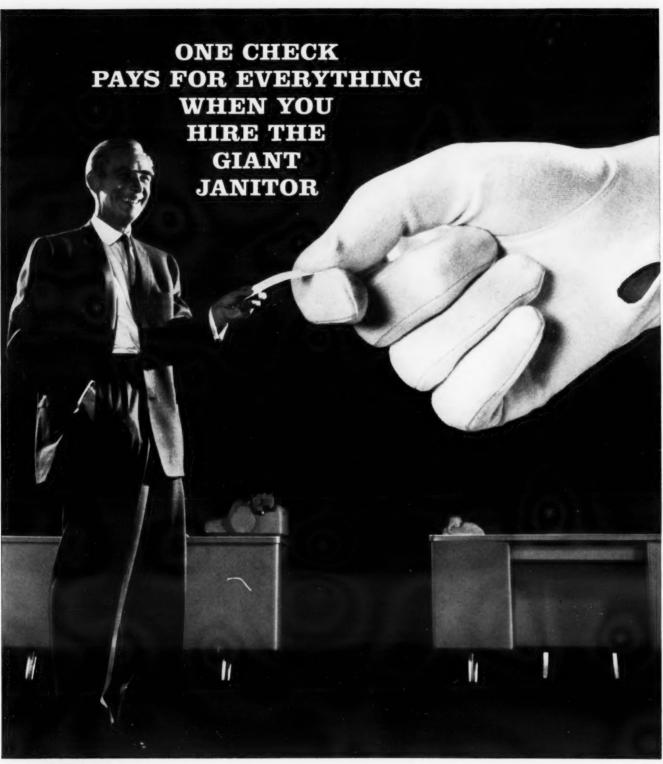


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Management METHODS

May 1961

Workshop for management—ideas you can use right now	29
How to spread into world markets—fast!	38
How-and when-to use sales gimmicks	46
Check your employees' eyes—a way to cut costs	49
Is it time to change your trademark?	53
How to cut your accident costs in half	73

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VOLUME 20 NO. 2

Departments

Letters to the editor	11
Yours for the asking	18
Do you know the law?	21
Manager asks expert	62
Better ways to run a business	67
New products for the manager	77
Index to advertisers	80

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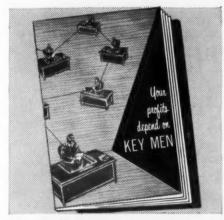
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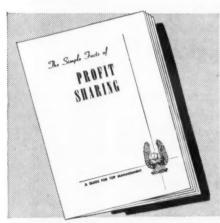
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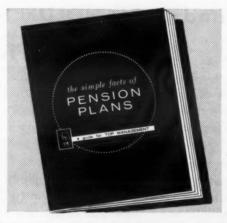
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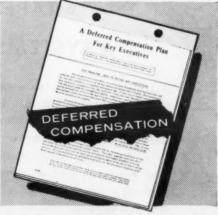
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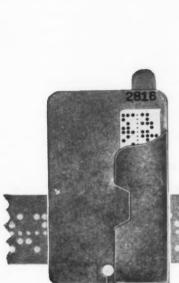
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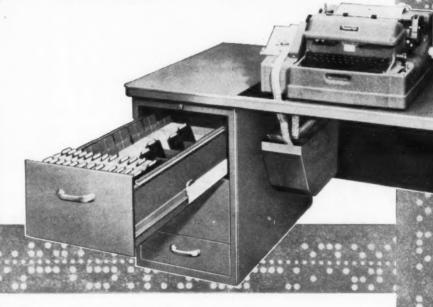
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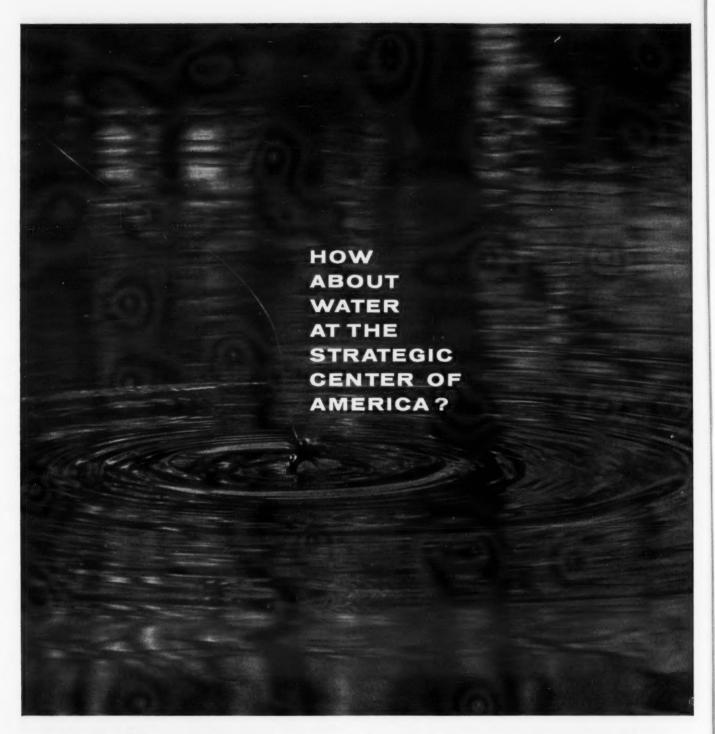
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Su

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Letters

"HOW TO MAKE A COMPANY SNAP OUT OF IT"

Sir: Your March cover story ["How to make a company snap out of it!"] is terrific.

It is, in my opinion, one of the best pieces you have ever run. My appreciation of it is heightened by the fact that I was briefly associated with Ken Leghorn [subject of the article] and he is a guy who really knows his stuff.

JACK BERNSTEIN
ASSOCIATES
NEW YORK

Knife in hand?

Sir: The methods outlined in your article, "How to make a company snap out of it" [MM, March '61], represents a concept of management which has been commonly sold to controlling groups whose limited knowledge of the long range aspects of successful management leads them to accept a "quick-buck" upheaval that glorifies a ruthless man with a smile on his face and a knife in his hand. It is true that such methods can and do sometimes lead to a picture of immediate profits, especially if one of the new men brought in is responsible for accounting. In the following years, however-usually after the hero has left—the company pays the price, suffering from loss of men with valuable experience and a breakdown in morale in the whole organization.

It is true that companies do slide into a loss rut and need to "snap out of it." A man with real knowledge of management can step into such a situation, evaluate the strong and weak points all down the line and quietly and firmly make the necessary changes to eliminate losses. This can be done without

theatrics and without excessive overtime. It can be done in such a way as to get the most out of each man in the organization. After careful study, replacement of one or two key men may be found necessary, and reassignment of others would probably be part of the picture . . . Let's continue to judge our top men by their knowledge, ability, and judgement, not by their willingness to forsake all others and crawl for a martinet.

KARL T. HAUGEN NEEDHAM, MASS.

Job change

SIR: I've noted with considerable interest your article, "Am I in the wrong job?" by Arthur Kent [MM, March 1961].

As one who over the years has had occasion to hire a good many men—and also to note many men who have been in the right and wrong jobs—I feel that you have presented a most effective picture of the overall situation.

I am particularly struck by the fact that many men considering a job change do not take time out to analyze their own rights and wrongs, their own talents and abilities, their own particular situation, before determining that they want or should seek another position.

It is my conviction that if many men took the trouble, at least once a year, to re-examine their status as Mr. Kent has outlined it, many of them would be convinced that they can improve their situation in their own present employment or, perhaps, might discover that the time is right for a change. If the latter is the decision, I am certain that following through on the steps you have outlined would aid a man to

the big question

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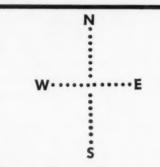
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Your article is so effective that I should very much like to have a quantity of reprints and make them available to those who come to discuss this subject with me frequently.

Congratulations to you and to Mr. Kent.

BERNARD L. SALESKY
PRESIDENT
HAT CORP. OF AMERICA
NORWALK, CONN.

More 'healthy' controversy

Editor's note: Two recent articles on executive health by Dr. Peter J. Steincrohn (MM, Jan. and Feb. '61) have caused a considerable amount of controversy. Dr. Ancel Keys, subject of a recent Time magazine cover story on diet and health, questioned (MM, March '61) the validity of several points in Dr. Steincrohn's articles. Here is Dr. Steincrohn's answer:

SIR: Believing so much in the need for "more light and less heat" in this controversial world of ours, I cannot let Dr. Ancel Keys' acidulous letter go unanswered.

First, let me quote from the letter sent to you by that renowned and gentle physician, Dr. Paul Dudley White of Boston: "I read the interview recently published in Management Methods and have found Dr. Steincrohn's advice fundamentally sensible. I would simply add some disagreement with him about the value of vigorous exercise."

Also, the reactions of a layman, Executive Vice President Tom W. Dutton, of Southern Ford Tractor Corp., New Orleans: "I wish to commend you most heartily on the article . . . 'How to stop your job from killing you.' It embodies the most sensible, intelligent advice on this controversial subject which I have ever read."

At last, a few quotes by Dr. Kevs:

1. "For the most part Dr. Steincrohn deals with questions for which there is little or no scientific evidence."

2. "Dr. Steincrohn is free to express his opinions but we should

recognize them for what they are—plausible expressions of personal bias."

3. "He should know that a person who is 50% overweight has a great deal more than 50% excessive risk of early death."

4. "Finally, it might be too much to ask Dr. Steincrohn just where is the evidence that 'pressure or stress is slowly killing thousands of healthy executives.' It would be useful to know what data prove this 'chilling fact'."

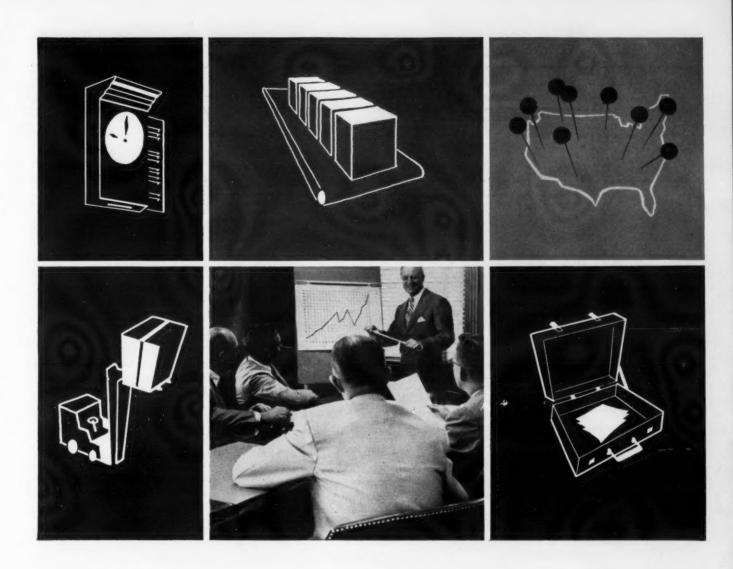
Let's consider each of these quotes separately:

1. If I deal "with questions for which there is little or no scientific evidence," on what basis does Dr. Keys disagree? Does he have undisputed evidence that smoking causes cancer of the lung? Does he have the answer to atherosclerosis? Most authorities still don't know what part is played by fats, lack of exercise, tensions, heredity, tobacco, or alcohol.

2. Of course my opinions are "expressions of personal bias." Shall I remind him where these opinions are rooted? In over 25 years in the front lines of medical practice as an internist and cardiologist; as an attending physician in two Connecticut hospitals and consultant in a third. They are rooted in the experience in caring for hundreds of thousands of patients (among them many executives) in my office, in their homes and in hospitals.

3. I was only quoting another authority when I said that a person 50% overweight has a 50% greater chance of dying in the coming year than his normal-weighted neighbor. But suppose the true figure is 70% or 80%? Does that lessen the impact of the truth that people who let themselves put on excess fat actually are committing slow suicide?

4. Finally, Dr. Keys asks: "... just where is the evidence that 'pressure or stress is slowly killing thousands of healthy executives'?" Dr. Keys seems more interested in data than in human beings. First let me state a premise. Executives are people—human beings like the rest of us. Who will deny that the stresses of modern life are contributing to the long columns of figures indicating the increase in such diseases as coronary disease, high blood pressure, ulcers, mental ill-



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PLASTISOL SPIRIT MASTERS



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(Circle number 107 for more information)

ness—and many others? If this is true for the general population, why should executives be excepted?

Where is my evidence? I'll leave that to your readers. Many people can recall unhappy instances in their own family circle, or among friends or business associates, to substantiate what pressure and stress can do.

I hope I have brought some "light" to this difference of opinion between Dr. Keys and myself. If at all interested, your readers will consciously or unconsciously make their choice between my opinions and those of Dr. Keys.

However, I hope you will excuse me if I do not withhold all "heat" from this discussion. I must say this: if you agree with Dr. Keys, you will be accepting the words of a physiologist and nutritionist, eminent as a statistician. But he is not an M.D.

I am not a statistician. Will you depend upon experience with human beings or "cold figures?"

PETER J. STEINCROHN, M.D. F.A.C.P. CORAL GABLES, FLA.

MM: key to profits

SIR: Realizing you receive numerous letters from industry endorsing your monthly issue of MANAGEMENT METHODS, it is with a great deal of pleasure I add my humble endorsement.

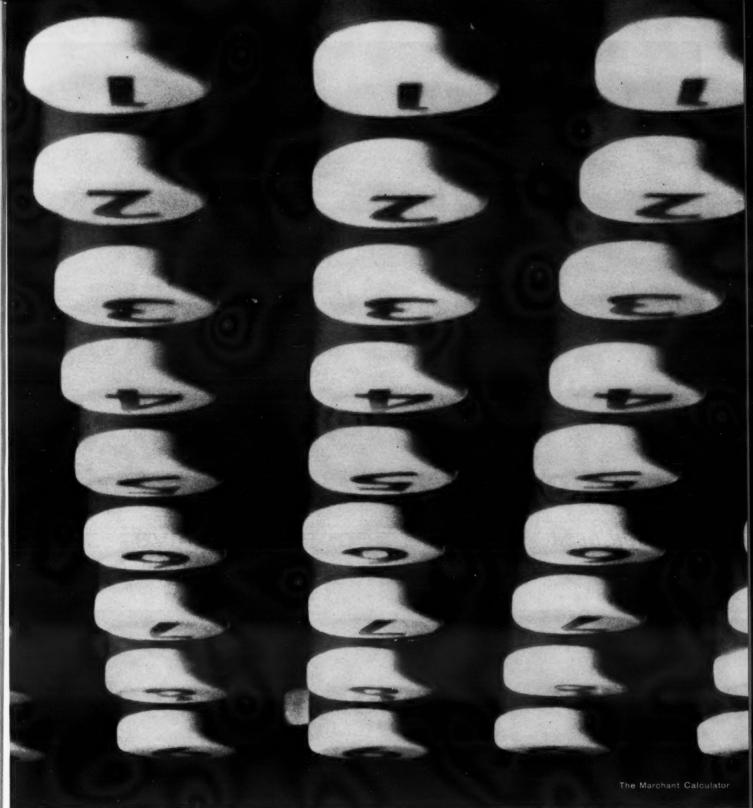
I am an infant subscriber, in fact so new I have not received an issue in my own name. A friend of mine who subscribes to your magazine loaned me the last 18 issues and the information I gathered from these issues has been the key to putting my business on a liquid basis.

My company is 1 1/2 years old and the facts I have gained from Management Methods have expedited the success of my operation. Being new in business alone is problem enough, so the aid of a publication such as yours has made me a most grateful subscriber and I look forward to the many fruitful articles ahead.

WILLIAM E. LAITE, JR.
PRESIDENT
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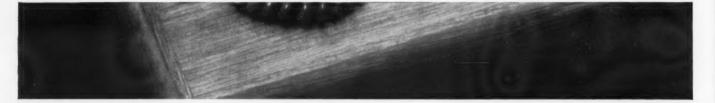
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A new 12-page booklet put out by Executive Manpower Corp., New York City, discusses the personnel problems raised by opening or relocating a plant. Concrete examples taken from situations in expanding industry are included in this authoritative and factual handbook.

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"Records & Reports Written Just Once" is a new booklet offered by Ozalid Division of General Aniline & Film Corp. It discusses how to eliminate costly delays, and extra expense in preparing records and reports, through the use of Ozalid's direct copy system.

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Marketing information guide . . . is a monthly guide published by the U.S. Department of Commerce. It contains valuable marketing statistics, surveys, reports, and other materials of interest to marketing management. \$2 per year. Order from Superintendent of Documents, U.S. Government Printing Office, Washington 25, D.C.

Perceptive management and supervision . . . is an instructive book which tries to show you how to develop perceptiveness and skill in handling people. Authored by Harry W. Hepner, 522 pages, \$10. Prentice-Hall, Inc., Englewood Cliffs, N.J.

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John R. Brougher, Jr., Manager of Data Processing and Computation Department of Texas Instruments Incorporated

"We control component production on Speediflex"

THE SETTING: Production and quality assurance in the Semiconductor-Components division of Texas Instruments Incorporated requires collecting and analyzing a mountain of facts. TI's components include transistors, diodes, rectifiers, resistors, capacitors... the highly intricate units used in missiles and space vehicles. Checking production, production rates, and quality calls for processing, verifying, and printing facts in various report forms.

THE SYSTEM: Tab card job tickets are used to accumulate cost and production data at each work station. Pre-punched with constant information, the cards collect production data at each work stage and are sent to the Central Data Processing Center for computer processing. Fourteen product departments, with many individual production lines, 3 shifts, and more than 5000 part and operation numbers, are placed on magnetic tape for processing. The

computer calculates operation performance, various changes and rates, percentage yield, etc. In the area of quality control, automatic testing machines create a punched test record card for each component. These cards are then used in computer processing for statistical analysis purposes. A 7-part Moore Speediflex form is used to detail production data on the Weekly Line Summary. This is TI's control in print.

THE FORM: "Timely production of reports on our high-speed printer requires uninterrupted runs. The flexible bonding action of Moore Speediflex is excellent for a printer that won't take stapled forms," remarked Manager John Brougher of Data Processing and Computation. If you have a forms construction problem or need help in revising your processing system, look up the Moore man in the telephone directory or write the nearest Moore office.





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MANAGEMENT METHODS



Do you know the law on

Defect liability

When is the seller not liable for product defects?

The question—When selling a product or a service, can you free yourself, by a specifically written contract, from liability claims?

The answer—Yes. You can exempt yourself, by contract, from your own negligence or breach of warranty. The only requirement is that the language of the contract be clear, concise, and unequivocal.

Case one—Allis Chalmers Mfg. Co. sold electrical equipment to the Iowa Public Service Co. The sales contract contained the stipulation:

"The liability of the company arising out of the supplying of said apparatus or its use, whether on warranties or otherwise, shall not in any case exceed the cost of correcting defects in the apparatus as above set forth and at the expiration of one year all such liability shall be terminated. The company shall not in any event be liable for indirect or inconsequential damages."

Some months after this installation had been completed, an explosion occurred. The Public Service Co. alleged it was due to defects in the equipment. Suit was brought but recovery was defeated because of the disclaimer of liability. The federal court said:

"A bargain for exemption from liability for the consequences of negligence not falling greatly below the standard established by law for the protection of others against risk of harm, is legal except when parties are employer and employee and the bargain relates to negligent injury of the employee in the course of his employment or one of the parties is charged with the duty of public service and the bargain relates to the negligence in the performance of any part of its duty to the public for which it has received or been promised compensation.

"It is believed that under the Iowa law the Iowa Public Service Co. and this manufacturer could validly contract to release or limit the liability of the latter for negligence in connection with the equipment in question"

Fire Ass'n. of Philadelphia v. Allis Chalmers Mfg. Co., 129 F.S. 335, Iowa, March 14, 1955.

Case two—Oil well equipment was purchased by a California oil company. Endorsed on the invoice by the seller was:

"All goods and materials are carefully tested and





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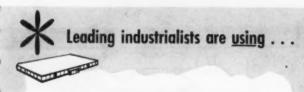


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Rhode Island Development Council

108 Roger Williams Building, Hayes Street, Providence, Rhode Island it is impossible to always detect imperfections the only guarantee that is given for us or for which we are in any way responsible is to replace such goods as prove defective when used for the purpose for which manufactured, f.o.b. at point of delivery to carrier. All replaced goods are to be returned to us transportation prepaid.

"Under no circumstances are we responsible for any

inspected before leaving point of manufacture but as

"Under no circumstances are we responsible for any damage beyond the price of the goods. No damages or charges of any kind, either for labor, expenses or otherwise, suffered or incurred by the customer in repairing or replacing defective goods or occasioned by

them, will be allowed."

A California court in its decision of a subsequent controversy between these parties said of this disclaimer:

"The terms and conditions in the catalog and the invoices must be construed most strongly against the manufacturer as being the product of its own draftsmanship and designed to whittle down the normal

and ordinary rights of a customer.

"Examined in their entire context it is patent from an analytical reading of the documents in question that they go no further than to limit the manufacturer's liability for breach of warranty. Their language indicates, which is fundamental, that reasonable care in relation to the manufacture of the product will be used.

"But a seller's obligation to a buyer for breach of warranty is one of strict and absolute liability. Where a breach of warranty is established liability is imposed entirely independent of the question of negligence on the part of the seller. The language quoted plainly shows its liability was limited in the event of a breach of any warranty upon which the sales were made and not in the event of a breach of its duty of care to its customers."

Basil Oil Co. of Calif. v. Baash Tool Co., 271 Pac. 2d 122, Calif., May 25, 1954.

Case three—Recently a saddle horse was hired from its owner, but before surrendering the horse to the rider, the owner took from him a signed statement. The statement stipulated that the rider was "hiring your horse to ride today and all future rides at my own risk."

However, after the horse had been ridden a short distance, a stirrup strap broke and the rider was thrown and badly injured. The rider brought suit against the owner of the horse alleging that proper inspection had not been made of the stirrup strap. Refusing to grant the rider of the horse a recovery, a Tennessee court said:

"It is well settled in this state that parties may contract that one shall not be liable for his negligence to another but that such other shall assume the risk inci-

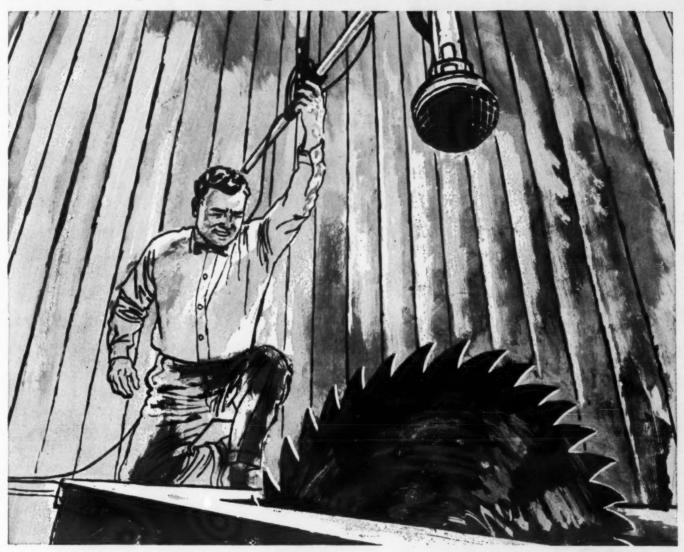
dent to such negligence.

"To this general rule there are some exceptions not here material. For instance, a common carrier may not by contract exempt itself from liability from a breach of duty imposed upon it for the benefit of the public."

Moss v. Fortune, 340 S.W. 2nd 902, Tennessee, Oct. 7, 1960.

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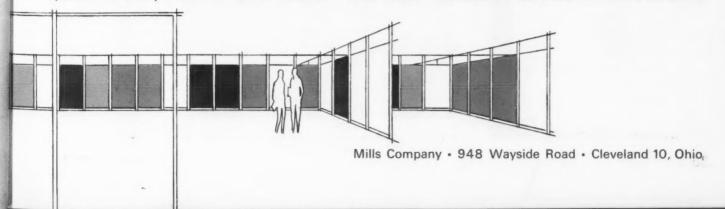


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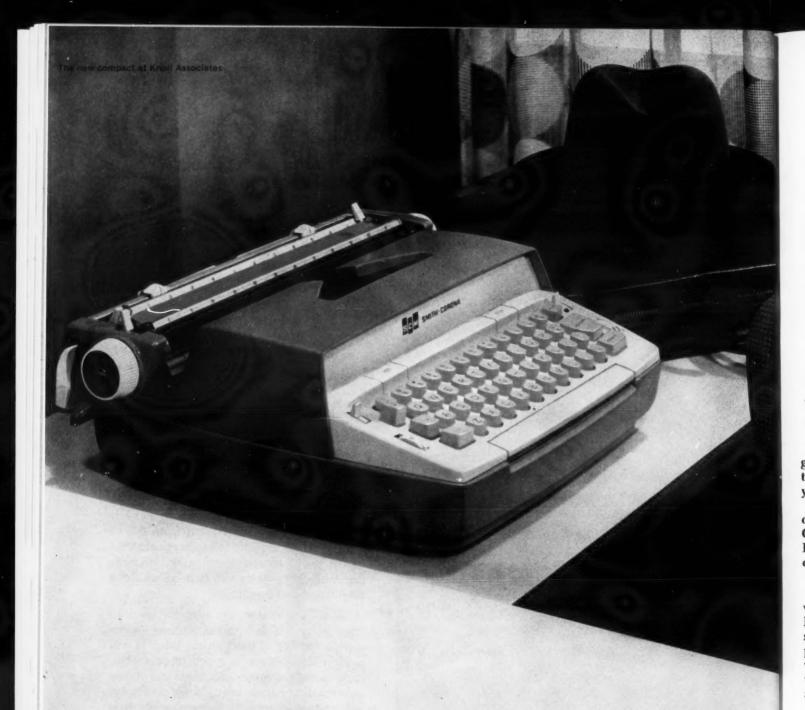


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Workshop for Management

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■YOU CAN FIND BETTER WAYS of getting work done if you take the trouble to tap the experiences of your employees.

The search for better work methods is certainly nothing new, but Coraopolis Works Division of Blaw-Knox Co. has found a way to get employees to fully cooperate.

Coraopolis' plan works like this:

Top management meets once a week with all plant supervisors. During a loosely controlled bull-session, ideas and suggestions are passed back and forth. Later, supervisors in turn meet with each of their work groups in similar sessions.

Does it work? Coraopolis discovered ways to cut production costs, add to storage space, and tighten safety controls.

Added bonus: there was a great increase in employee morale due to the close cooperation between management and workers, the company reports.

LICK ACCIDENTS WITH TRADING STAMPS

■ Can you cut down on accidents with trading stamps?

Midwest Manufacturing Corp., Galesburg, Ill. announced a plan for cutting down accidents which entails giving away 3,000 trading stamps per month.

Here's the way the plan works.

A winning department is chosen on the basis of the lowest number of accident points per 10,000 manhours worked each month. A minor cut, burn or scratch, for example, is rated two points, while an injury requiring a visit to a doctor is five points. More serious injuries are rated at 10 points, while an injury not reported to first aid the same day it occurs is charged 15 points.

At the end of each month a drawing is held in the department accumulating the lowest number of points. The winner receives the 3,000 stamps.

COMBAT EMPLOYEE FATIGUE WITH SELF APPRAISAL

■ IF YOUR WORKERS ARE displaying fatigue, it may be your fault.

Before blaming them for lackadaisical attitudes, check first and see if negative action on your part is responsible. Donald and Eleanor Laird's new book *Tired Feelings and How to Manage Them* (McGraw-Hill) suggests a few things to consider when you make this appraisal.

1. Can you make an employee's job more varied and interesting? A bored worker is a poor worker.



2. Can you give an employee a job requiring more skill than he now uses? This contains a double value for you. The worker who is challenged will bring more energy to his job, and you may discover unexpected talents and skills among your employees.

3. Can you offer steady work with no danger of layoffs? The worker who can't feel that he is secure cannot give you the loyalty necessary for top efficiency.

4. Can you offer promotions and increased earnings for increased productivity? The worker who is not sure of financial reward for more effort is less apt to make it.

5. Can you offer an optimistic future? The employee must feel that he and his firm are going some place, if he is to bring extra zest and energy to his job.

AVOID "GOLD PLATING" IN PLANTS AND OFFICES

■ KEEP IMPROVEMENT COSTS down by adapting home building techniques. This is the advice of a man who has built two award winning plants.

When building or remodeling you can keep cost down by following these simple rules, says Horace D. Gilbert, president of Miniature Precision Bearing Inc., Keene, N.H.

1. Don't pay lots of money merely to look pretty.

2. Subject all decorating bills to special scrutiny. This is an area

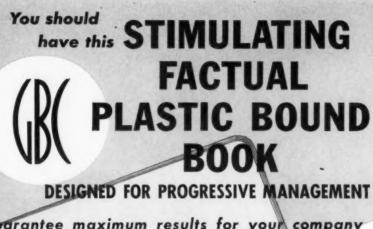
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where most likely your company will not have experts.

3. Organize so well that you don't get into a rush. It's the hurried decisions that lead to costly mistakes.

4. Be careful with color. Be sure that color works to keep your interest up and your cost down.

5. Shop around carefully before you buy. The developments come so fast in the building field that everyone in management should keep his eyes open for contributions that he can make on the little details that cost a lot.

MAKE A SUGGESTION PROGRAM REALLY WORK

■ How MANY SUGGESTION BOXES have become mere room takers and dust collectors?

Unfortunately, a great many have. Yet active suggestion programs have helped a great many



companies, such as Westinghouse, AC Spark Plug, General Motors and countless others.

Here are a few of the features that make these plans work.

■ Pay employee a percentage of the money saved by the company as a result of the suggestion. It only takes one \$10 payment for a \$50,000 idea to kill a suggestion program.

■ Evaluate suggestions fairly and promptly. If action on a suggestion has to be delayed, call in the employee and tell him why.

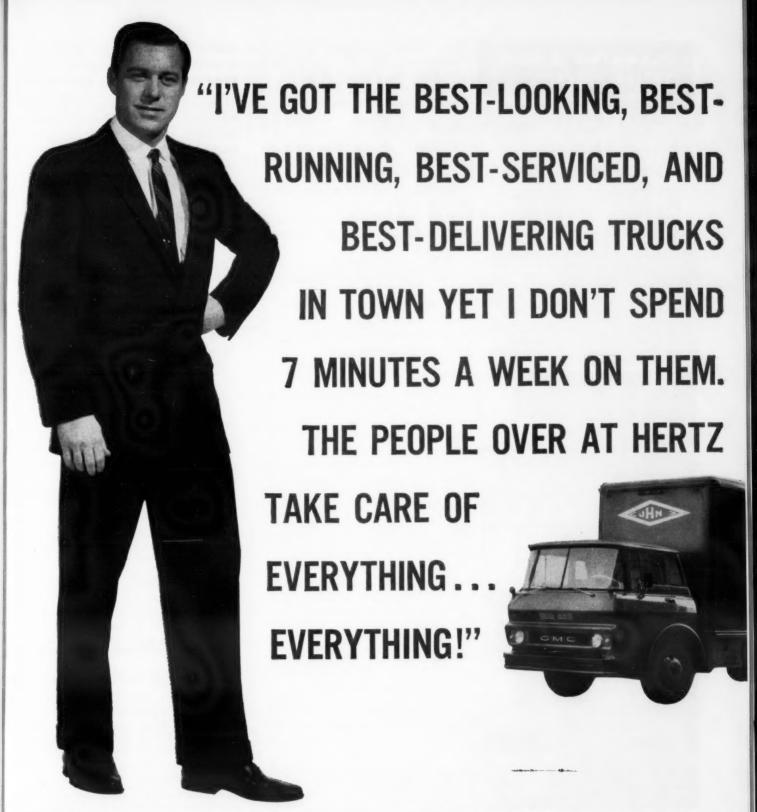
■ Reward employee promptly and publicly when a suggestion is accepted.

• Have available an attractive, easy to fill out suggestion form.

• Make sure each and every member of top management gives his full support to the plan.

CONSIDER COMPETING WITH YOURSELF

■ You MAY BE ABLE to increase profits if you start producing a second product. But be careful and



That's right! Businessmen who lease their trucks from Hertz supply the driver—that's all! Hertz takes care of everything else from garaging, insurance, gasoline, maintenance, and on-the-road emergency road service down to the last administrative detail. The cost: just one easy-to-budget check per week. And the result: complete freedom from time-consuming truck maintenance problems!

Talk to your nearest Hertz sales engineer. Find out how Hertz Truck Leasing improves your capital position. Hertz pays cash for your present trucks. Then gives you a choice of new GMC, Chevrolet, or other famous make trucks. Or your own trucks can be re-conditioned and leased back. Discover how flexible Hertz Truck Leasing is. Trucks are custom-

engineered, for example, to suit your business needs. Call your local Hertz Truck Lease office soon. Or, write for booklet—"How to Get Out of The Truck Business"—to HERTZ TRUCK LEASE, 660 Madison Ave., New York 21, N. Y., Dept. D-5.

no investment...no upkeep

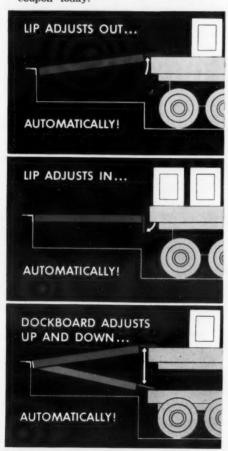


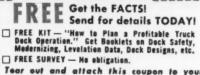
HERTZ ALSO RENTS TRUCKS BY THE HOUR, DAY, OR WEEK



Whether you're at the blueprint or "just thinking" stage, you need Kelley's brand new reference booklet on loading dock layout. It provides important data on driveway, aisle, canopy and door requirements, dock heights, current truck-trailer dimension restrictions, etc. Also, includes complete specs on industry's No. 1 Adjustable Dockboard—Kelley's ADJUST-A-LIP. Make yours a modern, efficient and safe dock operation. Act now! Mail coupon today! coupon today!

Can Help You!





Tear out and attach this coupon to your letterhead. Sign your name and mail to:



(Circle number 123 for more information)

look before you leap, says Gray Advertising, Inc. Here's a quick checklist the agency suggests to help you weigh the pros and cons of competing with yourself.

Pros:

- 1. Small capital investment involved in adding a competing brand.
- 2. Additional brand can lower selling costs.
- 3. Additional brand can give your company a larger share of the market.
- 4. Secondary brand can help open new outlets that demand exclusivity.
- 5. Secondary brand provides a promotional weapon which can be used without endangering price of top quality brand.

Cons:

- 1. Under today's profit squeeze can you afford the investment?
- 2. Can you make a profit on a brand that is in rivalry with your present product?
- 3. Is the desire to gain a larger share of the market the only reason you have for developing a new brand?
- 4. Will the market remain the same, or will sudden changes make your new brand a liability?

AVOID A SQUEEZE WHEN PLANNING OFFICE AREA

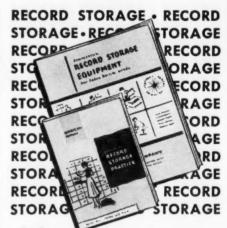
ALLOW FOR AT LEAST 50% more space than you think you will need when planning office areas.

This is the advice of Godfrey Dallek, president of Dallek Design Associates. He points out that



many firms today are adding office space at costs from 35% to 45% more than it would have cost to incorporate such space in original plan-

The crux of the problem is that



ALL YOU NEED TO KNOW ABOUT RECORD STORAGE IN 2 FREE BOOKLETS

Send for your FREE "Manual of Record Storage Practice" telling you how long to retain or destroy business records. It outlines an easy-to-do storage plan

for inactive records.

With the Manual we will send our New Catalog on Record Storage Filing Equipment. Learn the facts that every businessman should know about record storage.

Clip ad to your letterhead and mail to:



BANKERS BOX CO., Dept. MM-5
Record Specialists Since 1918
2607 N. 25th Ave., Franklin Park, Ill.

(Circle number 103 for more information)



ransportation



Jacksonville's Got It! The best for business and industry. The South's solid success-JACKSONVILLE.

-	
	Capt. B. C. McCaffree,
	Executive Director, Committee of 100,
	Jacksonville Area Chamber of Commerce, 603 Hogan Street, Jacksonville 2, Florida
	Dear Captain Mac: Please send the facts about modern-day Jacksonville!

Title		
Bus. Address.	 	

_ Zone ___ State _ City_

Electric and Water Utilities City of Jacksonville, Florida



(Circle number 158 for more information) MANAGEMENT METHODS

2-DAY TRAINING PROGRAM REDUCED TO ONLY 6 HOURS

How Beseler VuGraph Helped Sales Rep Train 112 Men in 4 Evening Sessions!

David Jae had to teach electrical contractors in his area how to estimate and sell electric space heating jobs. A simple enough task, normally, for a specialist in sales. But this assignment offered a few "time and motion" prob-

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The "Time" Problem -

The curriculum covered a lot of ground . . . technical principles, selling techniques, equipment applications and job estimating. Normal time necessary to cover the material adequately? 2 full days! Time allocated — 6 "after work" hours — when the men were tired or would rather be doing something else!

The "Motion" Problem -

The first series of these speedup sales workshops were to be held on 4 consecutive evenings at local utility offices in 4 different cities. Dave's method of presentation had to be fast, accurate and extremely flexible! He could not depend on the facilities he might find in the meeting rooms assigned to him — his material had to be prepared in advance so that every second of his workshop time was used just for teaching — he could lose no time in "setting up" or breaking down".

VuGraph Solves Problems-

VuGraph overhead projection method of presentation alone met all these requirements. Dave simply prepared all his material, in tric blackboard" projecting what advance, on transparencies. In he wrote . . . as he wrote it. class he instantly projected them with the VuGraph—large enough for the entire group to see simultaneously, brilliant enough to permit room lights to remain on for note-taking. And this large, bright image was projected behind Dave

as he faced his audience.
Advantages? Take the session on "job estimating". A complete estimate for an 8-room house was worked out on one of Dave's transparencies. Then, as the men worked along with him, on their own estimate work sheets, Dave projected the preparation of the estimate a simple step at a time. At no time did Dave turn away

to write on a blackboard - interest was unbroken, eye contact held constant! Instantly he knew when anyone was uncertain about a point . . . when he could go on to the next step. If a point needed clarification Dave used the acetate roll on the VuGraph as an "elec-

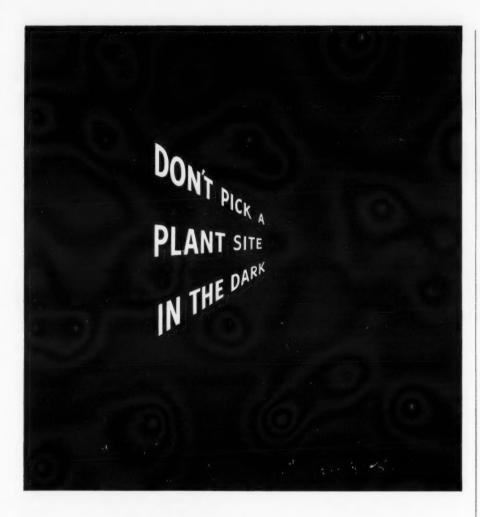
(Circle number 163 for more information)

VuGraph Saves Valuable Time -

Using the VuGraph, Dave eliminated the many hours normally spent in circulating printed material throughout the class . . . and in transferring the material into a blackboard. Within 5 minutes of his arrival, at any of the public utility offices, he was ready to teach . . . and within 2 minutes after the end of the session he was ready to leave for the next city. In 4 evenings . . . in 4 different cities . . . David Jae trained 112 men!

The use of the Beseler VuGraph - in sales meetings, training programs and business conferencesis limited only by the needs and imagination of the user. A FREE demonstration of the VuGraph, at your office, will let you SEE FOR YOURSELF . . . USE COUPON BELOW!

-	
-	Charles Beseler Company 220 South 18th St., East Orange, N. J.
	Send complete information on the VuGraph and new overhead projection visual presentation technique.
i	Have a representative call to arrange a free "no obligation" demonstration.
1	NAME
	COMPANY
1	ADDRESS
1	CITY
	STATE
-	



...ask Niagara Mohawk

WHAT DO YOU WANT to know about UPSTATE, New York? Just ask Niagara Mohawk's area development specialists. They've got facts about labor supply, market potential and raw materials right at their fingertips. What they don't have they can quickly assemble for you. They can even help you track down the perfect plant site within a particular area. For example, they helped one company find a spot where the water is just right for their special requirements. They helped another company track down a labor force needed for the production of industrial photographic supplies.

WE THINK you'll be passing up a good bet if you don't consider UPSTATE, New York in your planning. New York is the most highly diversified area in the Union. And it has the highest average of skilled workers and foremen in its labor pool. Natural resources? UPSTATE

has clear, clean water in quantity, big timber tracts and plenty of low-cost electric power. Our transportation facilities are excellent, providing overnight access to the great metropolitan markets of the northeast. And you can reach the seaports of the world through the new St. Lawrence Seaway. Our educational system is second to none, and there's still plenty of elbow room for fishing, hunting and other leisure activity.

we could go on for hours about the profit potential UPSTATE. But why not tell us *your* problem so we can get down to specifics, such as which communities offer financial assistance and incentives for new industry. A phone call, wire, or letter will get the ball rolling. Contact Richard F. Torrey, Niagara Mohawk Power Corporation, Dept. MM, 300 Erie Blvd., West, Syracuse 2, N. Y. Telephone GRanite 4-1511.

NIAGARA MOHAWK

INVESTOR OWNED—TAXPAYING (Circle number 161 for more information)

most buildings are planned for expansion to the rear, while office space is assigned the building fronts because of the obvious advantages of attractive designs.

To expand the office space, it thus becomes necessary to encroach upon the production area, causing costly relocation of production

equipment.

If you allow more office space than you need in the first place, the office designer says, you can avoid costly problems later.

KEEP EMPLOYEES SOLD ON YOUR FIRM

• Probably your company has a liberal fringe benefits program. But are your workers really aware of all the advantages of working for your firm?

Do your employee communications clearly and positively present company benefits to workers and their families?

their families?

To get your story across, President Herbert C. Rosenthal, Graphics Institute, Inc., suggests you follow these rules:

1. Put your basic story over with art and headlines. Remember the average factory worker has about 8.7 years of schooling. His reading is confined mostly to tabloids and picture magazines. So follow these publications' practice of flashing a message quickly in picture and caption technique.

2. Increase readability with large type, liberal white space, and color if your budget permits. Don't go smaller than 10 point type in your text copy, with ample leading. Group subject matter in logical categories. Employ easy-to-use in-

dexing devices.

3. Use an animated symbol to represent your company. A friendly, lively symbol can put over points without preaching. An animated character can inject humor with no loss of dignity. It can help negate the burden of necessary "don'ts."

4. Sum up benefits. Use a visual panorama or an illustrated table to emphasize the total advantage of working for your company.

5. Keep it light. Your manual doesn't have to imitate a comic strip, but a lighthearted "you" ap-

proach will make information more palatable. Use simple, informal language. Avoid "legalese" and pompous phrases.

6. Keep it short. Don't be verbose. A thick manual may deter readership. Make the booklet pocket-sized for maximum convenience. Remember, you don't have to spell out every last detail of every benefit or policy.

SLASH COST WITH MINOR CHANGES

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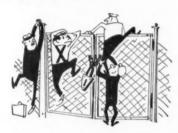
• Don't overlook the simple things when searching for places to cut cost.

When the rush to cut cost began early this year many firms found that making small changes often pays big dividends. Some little ideas that pay off:

Switching from 100% rag content paper to a cheaper sulphite grade will save Prudential Insurance Co. \$200,000 per year.

Washing windows three times a week instead of every day will save Holley Chain Stores \$5,000 a year.

Holding up on printing some of its report forms showed J. Newberry Co. that no one missed them. With printing costs so high, Newberry expects to show a substantial savings by year's end.

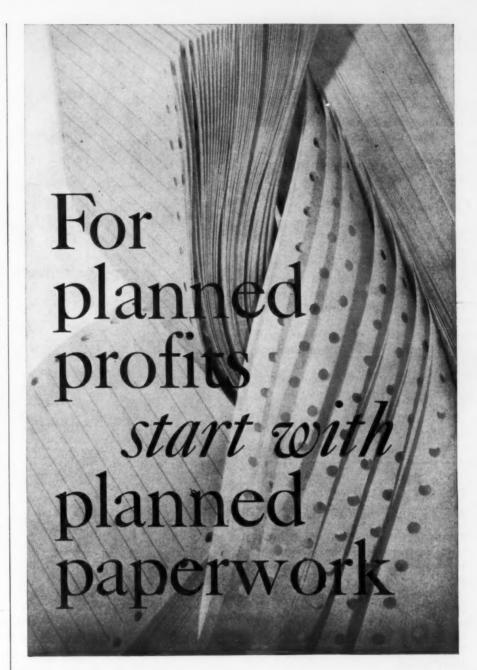


Closing two excess entrance gates at its South Bend, Ind. plant will cut Bendix Corp.'s plant guard expenses.

CONSIDER CUTTING COSTS WITH A BUYING REP

■ If sales REPS ARE USEFUL in remote sales areas, what about a buying rep in distant buying areas?

Many firms save time and money by using a sales representative in territories that don't warrant a fulltime salesman. It's obviously an unnecessary expense to send an ex-



Without a carefully planned paperwork system a company is missing out on one of its finest opportunities to improve profits. Low form cost is important. But, the really sizable savings in business forms is determined by what the forms do... the control, the speed, the cost reduction they bring to company operations. This is why the help of your Standard Register business forms representative is so valuable. He can make the purchase of your business forms an exceptional value. Want proof? Ask him to show you case histories illustrating how planned paperwork gives a company competitive advantages.

STANDARD REGISTER



BUSINESS FORMS

PAPERWORK SIMPLIFICATION / THE STANDARD REGISTER CO., DAYTON 1, OHIO
(Circle number 160 for more information)

perienced man many miles to represent the firm when a rep in the area can do an efficient on the

spot job.

Matco Systems Inc., a firm which offers services to business, says that a buying representative can be just as economical and useful as a sales

Here are some of the things a buying representative can do for you by being on the spot where your suppliers are located.

1. Anticipate any delivery problems and clear up any retardants to

on-time shipping.

2. Inspect material at the factory, saving you the problem of rejecting the material after it has covered hundreds of time-consuming miles.

3. On the spot evaluation of capacity, reliability, and ability of new vendors takes the guesswork

out of buying.

4. Save time and travel expenses that would be incurred if you had to send to the vendor's plant someone on your payroll as your representative.

CONSIDER ROTATING LAYOFFS AMONG YOUR WORK FORCE

■ Here's a way to make necessary cuts in your work force without losing trained and valuable personnel.

Information, a newsletter published by Prentice-Hall, reports a work rotation arrangement between the Jacob Ruppert Brewery, New York, and the Brewery Workers' Joint Board.

Early this year when Ruppert found it necessary to cut payroll costs, the company was reluctant to take the chance of losing trained personnel. It was reasoned that trained and loyal people might not be easy to find when business

picked up again.

According to the terms of the agreement, all workers would take five-week layoff periods on a rotating basis. In this manner the necessary cost cuts were carried out without permanently laying off any personnel. Whenever the full work force is needed again, the layoff periods cease, and the firm has the necessary trained personnel to enable it to swing into full scale production.



This sculpture by Arp and sentence by John Ruskin are reproduced as a tribute to men who have found new means of expressing great ideas. We believe that their achievement should be an inspiration to anyone seeking creatively to meet new challenges. Our Conference Room series of quotations has provided this stimulus to members of our staff in their work on behalf of clients for whom we act as public relations counsel. Write for booklet #7, "How To Plan Your PR Program." Our address is: 130 East 59th Street, New York 22, New York.

Ruder & Finn Incorporated, Public Relations



"Quality is never an accident. It is always the result of intelligent effort. There must be the will to produce a superior thing." John Ruskin

sculpture by Jean Arp

THE PROBLEM:

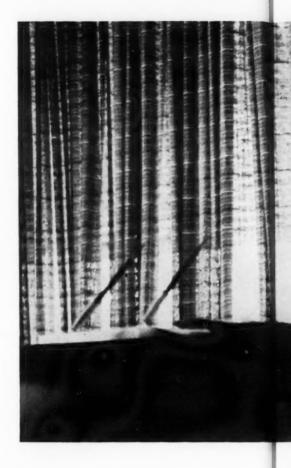
Quickly gain a foothold in all profitable markets of the world; create rapid growth in the face of hard competition; avoid draining the domestic company dry of money and management.

THE ANSWER:

With some cash plus licensing agreements, acquire minority equity in existing companies around the world; coordinate these operations; bootstrap growth using tax deferred income from foreign dividends, from license fees, and from export sales made through the overseas companies.

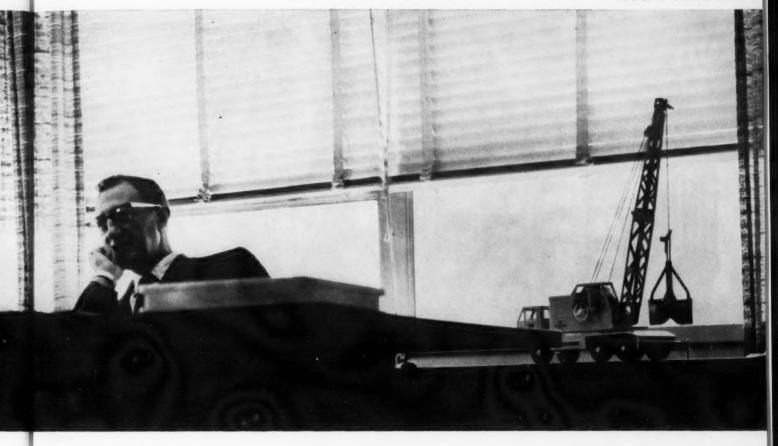
THE SPOKESMAN:

Walter E. Schirmer, President of Clark Equipment International



How to spread into world

With imaginative management Clark Equipment has created worldwide growth in just a few years. The profitable method used saves more than time; it saves money, management and other resources. If penetration of world markets is your problem, consider Clark's method. Here is the story, explained by the president of Clark International.



markets-fast!

President George Spatta and others at Clark Equipment Co. studied their world maps, looking for new markets. The markets were there—but how could they make them theirs?

It was the period following World War II. Development and industrialization were taking place all over the world, spurred by U.S. aid. The maps and a little research showed there would be burgeoning markets for the kind of industrial trucks and construction equipment Clark produced. These markets would range from the Caribbean

and South America to Europe, Africa, the Near East, India, and the Orient.

Love and marriage. But Clark's management knew that, like love and marriage, rich markets and competition go together. Clark had gained a slim toehold in the new markets; it was exporting replacement parts for equipment left behind by U.S. armies—equipment now pressed into service for war reconstruction. But as industry in Europe and elsewhere built its muscles, Clark's overseas position would begin to look puny by com-



parison. Foreign competitors, with low labor costs and efficient new plants, would soon be able to price Clark into a corner. And in Europe there was already talk of common markets with thick tariff walls.

The problem was clear. Strategy had to be developed to get Clark into world markets fast and on a substantial basis, before growing competitors could lock Clark out.

Based on some trial-and-error mixed with realistic foresight, the strategy makers at Clark saw flaws in all the conventional ways to grow abroad:

Exporting. To rely on exporting for the long haul was recognized as out of the question. Native manufacturers would have strong advantages, not the least of which was price, due to lower wage rates, tariff protection, and common market plans. Further, some markets had strong economic ties with third-party countries such as England, France and Germany, which could offer strong competition.

Licensing. Clark considered the advantages of licensing foreign manufacturers to make its products, but then recognized the disadvantages of relying on this approach alone. License agreements do create income from fees, but the agreements have a way of running out or being canceled for one reason or another. Then you find you've done little more than create a new competitor.

New plants. The Clark planners weighed the possibility of building production facilities in the major market areas of the world. Many big American companies were doing this. But from Clark's point of view, the problems seemed overpowering. For one thing, it would require huge sums of capital to build and equip plants to make Clark's heavy equipment. The process would be too costly—in money and management—and too slow.

"Join 'em." Finally, through experiment, Clark found a way to tap the markets but avoid the problems.

It is an approach that includes most of the advantages of exporting, licensing and new plant construction, but avoids all the major disadvantages of these separate methods alone.

The approach is based on the simple philosophy: "If you can't fight 'em, join 'em."

The Clark approach is a highly flexible one. Generally, however, it works about like this:

Clark buys a minority interest in an existing foreign company (which might otherwise be a competitor) or in a new native company formed in the market. The minority interest provides a share of control and a share of earnings, but avoids the responsibility to supply the management, which remains local and native—a big advantage.

When Clark buys equity, it licenses the foreign company to make Clark products. The company makes a substantial downpayment to acquire the licensing rights (\$200,000 on one occasion). Clark takes this

with them, sharing their low costs and other advantages."

payment in stock; thus Clark can acquire a sizable minority interest with a minimum cash outlay.

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The foreign manufacturer doesn't make an entire line of Clark products, of course. But those that it doesn't make, it can sell. This gives Clark the added benefit of an outlet for export business, sold in foreign markets by salesmen of a native company.

At first, the foreign company may only assemble certain Clark products, components for which are shipped from the U.S. Soon the company may start to produce some components itself and buy others locally, but some parts may continue to be shipped in by Clark. Even so, the finished product usually qualifies in the mind of the buyer as being locally produced, and that is commonly a huge sales advantage.

Problems, problems. Imaginative as it is, some problems remain in this approach. For one thing, there are the related problems of quality control, standardization and interchangeability of parts made in various countries, plus coordination of the whole international operation. Clark blunts these problems through careful preplanning, sound management and by adapting its basic plan of approach to suit the

specific conditions in each market.

Another related problem is that of providing service for products after they are sold in various world markets. Again, Clark controls this problem with preplanning, in terms of the criteria it has established for the companies with which it will agree to join hands.

Growth money. Perhaps the biggest problem of all in a plan like this is how to maintain your percentage of ownership in a fast growing foreign company that is issuing more stock in order to feed its growth. Part of Clark's answer here is to use a foreign base corporation.* Clark formed a Venezuelan holding company with headquarters now in Brussels (in Havana before Castro). By retaining its foreign earnings outside of the U.S., Clark can keep its foreign dividends, license fees and profits from export sales free from U.S. corporate income taxes. This provides Clark with relatively taxfree dollars, rather than 48-cent dollars, to reinvest in its growing worldwide enterprises.

Results. Through this flexible approach, adapted to fit varying situations, Clark has firmly established

itself in virtually all major markets of the world, both the rich industrial markets and the fast growing markets in so-called underdeveloped countries. And most of this solid growth was achieved in just three or four years (see box page 43).

Clark's international operations seem to be a good hedge against recession. In 1959, when Clark's earnings were high at \$12.4 million, the international operation contributed \$1.1 million to that amount. Last year, when total earnings were down to \$6.7 million, international earnings doubled to \$2.2 million—one-third of Clark's total earnings for the year.

What are the details of this unique international growth plan? To get the answers, Management Methods editors interviewed the president of Clark Equipment International, Walter E. Schirmer. Drawing on his background as a lawyer, engineer and manager, President Schirmer answered all questions with candor. Here is the transcript of the interview, only slightly edited and shortened:

Q. Mr. Schirmer, do you believe your method of combined equity and licensing is the best way to expand in world markets?

A. I don't think there is a best way. Our method is working well for us,

*See "How to build a fast growing business abroad with a foreign base corporation," MM, Dec. '60.



"We decided there were eight major markets in the world."



but some companies might find another approach better, due to their products, corporate structure, and so on. Our plan has provided rapid international expansion; by and large, I think other American companies could use a similar plan and get similar results.

Q. You don't always buy stock in a company that is licensed to make Clark products, do you?

A. No. Our equity participation approach is used in the field of industrial materials handling equipment and construction machinery. When we make a licensing agreement for our automotive-type components—torque converters, transmissions and things of that sort—we have not provided participation for ourselves, except in Brazil where we have substantial equity in a company making automotive products.

Q. Why the exception in Brazil?

A. In Brazil our feeling was that we had to have sufficient participation to control quality. This is due to the difficulties of manufacturing in Brazil plus the fact that our major automotive customers there are U.S. corporations who look to us for quality control.

Q. With a straight licensing agreement, you can't control quality?

A. In that case we could not have controlled it and I don't believe we would have been able to obtain the contracts we have.

Q. When you started your international program, how did you decide which markets to enter?

A. We decided there were eight major markets in the world and that we had to be in each of them. When Marshall Plan dollars and Foreign Aid dollars started to dry up, other countries didn't have dollars to buy our exported products. Our price structure, of course, kept going up and up and the technology of local competition in some foreign market areas was just forcing us to either get in there and do the job from a local standpoint, or forget the market. Now we are in seven of these eight areas, and almost every one of them has developed its own free trade or economic community, which means that if you're not in, you have a high and costly tariff wall to jump over.

Q. What are these eight major market areas of the world?

A. Well, the British Commonwealth is one; the European area is another—that's Western Europe, of course, which goes down I'd say into the Near East; Africa and the former French community of nations; the South American area; the Australian market area; the Far East, which is centered in Japan, because of the technology there; India; and the Caribbean. Mexico is the logical place to serve the Caribbean from. We haven't gotten into Mexico yet.

Q. In other words, eight markets outside the U.S.?

A. Outside the U.S. and Canada. As I say, most of these marketing areas

are becoming common market communities. They are increasing their productivity and their volume possibilties to the point where they are or will be very competitive.

Q. So a few years ago it was suitable to export to these markets, but now, in many cases, it is not?

A. Here's an example. In the U.S. we have 17 competitors in the field of industrial fork trucks. In Europe, we have 45 competitors. Some have developed to a point where they are not only competitors in their home country of, let's say, France, Italy, Germany or England, but they're also very strong competitors in third country locations. In other words, Germany can beat the pants off us in, let's say, Iran, Turkey and some of those places, with lower costs and higher productivity. In this situation, it would be foolish to try to compete by exporting from the U.S. To compete, you have to be in there with them, sharing their low cost structures, and so on. If you're not there, you're just licked.

Q. You're talking now about heavy industrial equipment generally?

A. Capital goods, in most cases. I would think that in consumer hard goods the same sort of thing would apply. I'm thinking of ice boxes, stoves, automobiles. From what I can see, the stove business and the refrigerator business is growing by leaps and bounds in Europe, some of it through American companies based over there. But, by and large, I don't think there's much exportation of that anymore. The same is true of automobiles for that matter. We're building compacts and they're starting to build the big ones.

Q. It would seem that Mexico and the Caribbean—the one major market you haven't entered—would be the easiest to break into.

A. You've got to consider that, in our business, we need suppliers. There are no local manufacturers or suppliers in Mexico (or in India, for that matter) that we could go to. That means we'd have to import from the States or some other location, engines, transmissions, axles, tires and all the other things we need for our products. We've

CLARK'S INTERNATIONAL OPERATIONS

These are the countries and the companies where Clark International has licensed its products. An asterisk (*) means Clark has equity in the company. Note that most of this world growth was accomplished in three or four years.

Date agree	of original ment	
1960	Argentina	* Eximia, S. A., Industrial trucks, "Michigan" line of construction equipment
1956	Australia	* Clark Equipment Australia Pty. Ltd., Industrial trucks, "Michigan" line of construction equipment
1956	Belgium	* La Brugeoise et Nivelles, Industrial trucks, tractor shovels, hydraulic valves, pumps and other hydraulic components, trailers
1958 1958	Brazil	* Equipamentos Clark-Mac, S. A., Automotive truck transmissions and drive components * Equipamentos Clark Piratininga, S. A. Industrial trucks
1957 1957	England	* I. T. D. Ltd., Industrial trucks Self-Changing Gears Ltd.
1957 1958 1960		* All Wheel Drive Ltd., Tractor shovels, scrapers, axles, cranes John Allen and Sons, Excavator cranes Turner Manufacturing Co., Transmissions for highway trucks and busses
1952	France	* Les Ateliers de Strasbourg, Material handling equipment, aluminum truck bodies and shipping containers
1957 1957 1960		Societe Guinard D'Applications, Hydrauliques, Torque convertors * Paul Richier, Tractor shovels, scrapers and cranes Societe Mecanique et Automobile, Transmissions, axles, axle housings
1957	Germany	* Ruhr-Intrans Hubstapler, Industrial trucks, tractor shovels, tractor scrapers
1961 1961	India	Godrej and Boyce Ltd., Electric-powered fork trucks Carter, Pooler and Co., Ltd., Diesel-powered fork trucks
1957	Japan	* Toyo Umpanki Company Ltd., Industrial trucks, "Michigan" line of construction equipment

been waiting for that kind of industry to develop. Now, in India things have reached the point where you can bring practically nothing in. So we decided we might as well move in there and start from scratch. In Mexico we can still sell exports for dollars. In India, we can't.

Q. What about Africa, which is developing fast?

A. Our licensees in England, France and Belgium can all serve the African market. In Africa, there's no local knowhow or skills or suppliers. It would be too darn costly to set up an operation there and integrate the whole parts situation.

Q. But this is what you are doing in India, is that correct?

A. Yes. The difference is that other companies are moving rapidly into India. We don't think the Indian situation is going to amount to too much for the next five years. But at least we'll have a nucleus there, and it won't cost us much to get started and do what we can until the time for rapid growth arrives.

Q. Well, what did Clark do, specifically, to create all its operations in world markets?

A. After World War II, the Armed Forces left a lot of our products lying around overseas. People were using these products; they needed to have them serviced; they wanted additional models and sizes. That was the first time we ever had an export division, so we're not very

old in this business. We set up a chain of franchise distributors and, in doing that, we insisted on three basic requirements that a franchise distributor had to meet:

First, he had to be financially capable of handling the situation.

Secondly, we needed someone who had the right government connections—at least the right government knowhow.

Q. Is that an important factor?

A. It is, particularly if you're importing and you have license and quota restrictions, and currency restrictions. Unless he knows how to wander through the miles of red tape, he never gets anything done. A branch representative or a man from here sent overseas to try to

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"Our people aren't hit . . .



as being the imperialists . . .



Castro talks about."



promote the sale of our products just would never get anywhere.

Third, he had to have the proper facilities. By that I mean a place where equipment could be overhauled, where he could have an adequate supply of stock, where he could put on demonstrations.

Fortunately, we did get a lot of good distributors. Some of these fellows grew to the point where they came to us and said: "We have some money. If you want to come in with us, we'd like to get into this manufacture because we have certain importing restrictions; we can't do a good sales job for you with 100% importation."

We approached the thing basically from the standpoint that our knowhow, our years of experience in the design of this equipment, created a certain value for executing license agreements, independent of any production—just for giving them the initial knowhow. For that we received, in stock rather than in cash, a certain part of the equity.

Now, in some cases we set up a new company; in other cases, we merely took the distributor's organization and enlarged it, depending somewhat on the size. Then we exacted an engineering fee, basically for keeping them up-to-date and knowledgeable about all of our improvements, etc., for giving them the services of our technically trained people to help them over the humps, or approving deviations when they couldn't get locally the same thing we could get here in the States.

In that connection, we also insisted that the major components of their vehicles had to be interchangeable with U.S. production. The purpose of that was to protect the third-country distributor that might be buying from us or buying from one of these licensees. We couldn't ask him to carry two or three or four different kinds of service parts. We have stuck with that pretty well. We can take gears made in Germany, a transmission case made in France, and, let's say, a vehicle made in England or the U.S., and put them all together and they are interchangeable.

Q. Then careful planning was done right from the beginning.

A. Yes, it was something that we felt had to be done.

Q. Actually, what happened, then, was that you started out by helping some of your competitors go into the manufacturing business.

A. That's right. I can give you a very good case in point there. In Argentina, up until the end of Peron, we were able to import our equipment rather readily. Then they went on an austerity program; all imports were cut down. So our Argentine distributor came to us and said he would like to buy knocked-down trucks, with him providing locally the cast iron, the tires and things of that sort. We went along on that deal for about two years and it built up to something that looked interesting.

About 18 months ago we went down there, negotiated, and bought up a 50% interest in his company, merely by doubling the capital of the company. We didn't buy only a part of his existing operation; we doubled its size and made it big enough so that he could really start a manufacturing program.

Q. Such action must gobble up a lot of capital.

A. Well, usually we can acquire some stock in exchange for our licensing agreement, then put more cash in for the balance of the shares we want. Our major problem now is that these fellows are all expanding their production, and it's a question of who is first in line for more capital. You think you've got the job done and everything is nice, and maybe you can go on vacation—then a director's meeting is called in one of these companies to discuss increasing capital again.

Q. Too much success?

A. Starting out on too short a shoestring maybe.

Q. In starting these operations, you sometimes connect with an existing manufacturer, rather than beefing up one of your distributors.

A. Yes. For example, by the time we actually started to export construction machinery overseas, the British market was such that we felt we had to manufacture locally. It happens that there were some British manufacturers over here seeing what could be done. One of them was a licensee of a company called Four-Wheel Drive Co., in Wisconsin. He was making these four-wheel steering driving axles, in Britain. It's the kind of component that goes into some of our equipment. He came to us looking for a newer design of axle. By the time we got through talking, he was in the construction machinery business. We own a minority share of the business. He is one of our success stories. About every six months we have to add capital to that British operation. He has gone from sales of about \$100,000 a month in 1956 to about \$1½ million a month at the present time.

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Q. What you seem to be saying is that one of the drawbacks of this arrangement is that even though it may require a small amount of capital in the first place, if operations are successful you are committed to quite a bit of continuing capital outlay.

A. Either that, or lose your position. On the other hand, there are companies that have done it the other way—that is, gone into a specific country and put in a wholly owned operation. We have been able to go into seven of the marketing areas of the world in three to four years. If we had picked one and gone in 100%, we probably would be just starting on our second one right now. In the meantime, we might have lost those other markets.

Q. Are there other problems in building wholly owned operations overseas?

A. Yes, as we've found out in Brazil, where we are the majority owner. To find a reservoir of people to run one of those plants with the knowhow that you want, and then to get them all transported overseas and keep them happy there—that's a real problem. Clark Equipment doesn't have a reservoir of people who can be just plucked out of a file drawer and moved around.

Q. Is the problem created because the right kind of people don't want "In Africa, there's no local knowhow or skills or suppliers. It would be too darn costly to set up an operation there . . ."



these jobs, or because they get there and want to come home again?

A. You've got two things. First, you've got the fellow that can handle the job. Let's say he's technically adept businesswise-he can handle it. It looks glamorous to him to live in Paris, or to live in Germany. Then the enchantment wears off in six months and he wants to go home, and you've got to replace him. You can't afford to do that. Second, there is the type of fellow who loves it, but his wife doesn't give a damn about it. As a result, his wife encourages him to chuck it all after six months or a year. You just don't have enough of this kind of people that you can be replacing them all the time.

The third disadvantage, at least to us, of a wholly owned or majority owned business overseas is that you still must have top level local people running it.

Q. Why?

A. For the native front, the nationalistic front that you have to present to that country. In Brazil, we had to hire two top level Brazilians—even though we're the majority owner-to be, in effect, the general manager and the general operating head. Down below them, most all the technical people are from the States. But to deal with Brazilian laws and the interplay of all of the various local, nationalistic things, we have to have local men. In other countries, where we joined other people as minority partners, we knew from their record that they were capable adminis-

continued on page 80

How—and when to use sales gimmicks

Gimmicks, used imaginatively to spur sales, are hard to beat. They are low in cost. They capture wide attention. They stimulate excitement about a product or service. But they can backfire. Here's how to develop effective gimmicks, when to use them and how to avoid the common mistakes involved.

by Stanley N. Arnold



You drive up to an Esso station and because it's St. Valentine's Day, the dealer passes around heart shaped candies.

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You buy a box of detergent at your supermarket and to celebrate a "Lucky Seven" sale, you're handed seven coupons. Each one is good for a seven-cent discount on some other purchase.

You pass a bank and see in the lobby a "mystery barrel" full of coins. If you come close to guessing its value, Piel's beer will award you anywhere from \$1,000 to \$15,000.

Gimmicks like these are everywhere. The big question is: do these sales promotion gimmicks produce sales—or do they merely amuse their inventors?

Two opinions

"There's no doubt in my mind that sales promotion gimmicks are one important factor in keeping my sales curve on the rise," says the sales manager of a west coast hardware manufacturer.

"Gimmicks should be avoided like the plague," says the sales manager of a plumbing equipment supplier. This second opinion reveals a mistaken assumption—perhaps one that you yourself hold. It is this: that "gimmicks" are basically distasteful, that they are petty techniques trumped up to boost sales in lieu of a more sophisticated, thoughtful approach. Perhaps the worst assumption of all is that such schemes don't work.

Experience shows that they do work. Take the three firms mentioned above. In each one, sales jumped as a direct result of the sales gimmick.

The fact is, there is no such thing as a "gimmick" in the derogatory sense. What are these things then? They are specific methods applied to accomplish a specific goal—to call attention to a product or company at a strategic moment.

Of course, some gimmicks are better than others—more inspired, more original, more closely tuned to audience fancy. There are positive ways to develop gimmicks with built-in effectiveness. There are also pitfalls to avoid.

It is often claimed that gimmicks are particularly useful where there is impulse buying. While this is true, it is not true that gimmicks work only for one type of product, store or merchandising area. An imaginative gimmick can work for almost any kind of product or service

But if your sales curve needs a shot in the arm, consider these ideas.

Four guides

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These four practical pointers can help you develop sales promotions that will generate excitement about your product or company.

1. Give something away.

2. Key the gimmick to your product.

3. Key the gimmick to a national event.

4. Use showmanship.

Let's examine each in more detail.

Give something away. One of the best ways to catch attention *and* stimulate action is to offer something "for free."

It can be something to send for: a sample, catalog, literature, or gift. It may be a product or literature on a "free trial" basis. You may want to offer a cash rebate.

A giveaway bearing the respondent's name is especially good: book matches, pencils or ballpoint pens, billfolds, etc. These, however, are standard devices; their effectiveness depends on the imagination with which they are designed and distributed.

Giveaways may be offered in advertisements, over the counter, or as prizes in a drawing or contest. Contests these days are big business, with prizes ranging from a box of pancake mix to lavish vacations or completely furnished homes. Although cash is the most common contest giveaway, it is not always the most effective.

Key the gimmick to your product. A sales promotion that is tied in with your product does a double job. It catches attention by itself

and at the same time focuses attention on your product or service.

United Air Lines, for example, regularly gives passengers maps and stationery, plastic airplane models for the children and—most ingenious of all—knitted bootees for those who prefer to travel with their shoes off.

Many large-scale contests have worked on the same "tie-in" principle. A "mattress full of money" was the grand prize for a Simmons bed contest. Lever Bros. gave away a prize bathtub full of one- and five-dollar bills for its Dove soap contest. It also set up 22,000 display bathtubs full of Dove soap in supermarkets throughout the country.

If you think about it, there's probably a way to key a sales promotion to your product or service.

Key the gimmick to a national event. A sales promotion scheme can capture national publicity if it relates to a major news event.

For instance, the Pick-N-Pay supermarket chain in Cleveland held a sale in which it featured Dole crushed pineapple, Baker's south style cocoanut, spices and other tropical items. The Hawaiian statehood bill was receiving serious consideration at the time, and the chain decided to capitalize on it.

Through the mayor of Cleveland, the stores invited the mayor of Honolulu for a visit. He was ill, but he sent as his representative the world famous swimming champion, Duke Kahanamoku. Press parties, radio and TV appearances and many public and social events added up to a warm and friendly "Hawaiian Week."

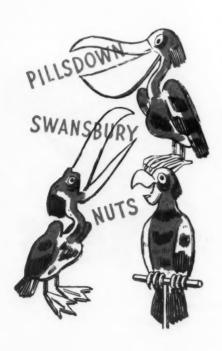
In addition, the chain ordered 50,000 Hawaiian orchids to be sold inexpensively for Mother's Day. Thousands of paper leis were given away to customers. Result of this extensive promotion: Pick-N-Pay stores rang up a substantial difference between this week and the corresponding week in former years.

Although the "national event" promotion has a somewhat limited use, keep your eyes open. Some-









thing you may never have considered before could be just the thing to kick off a highly effective

promotional program.

Use showmanship. The most important feature of any gimmick is showmanship-an elusive quality compounded of imagination, ingenuity and skillful attention to detail.

With enough showmanship, it may not matter whether the gimmick is keyed to your product. Con-

sider this example.

Piel's beer ran a "Treasure Island" contest for two consecutive years. The company bought a five-acre island near Nassau and thousands of dollars' worth of prizes-cars, color TV sets, hi-fi equipment, transistor radios, etc. Treasure chests were filled with certificates to be exchanged for these prizes, as well as for trips to Paris for two on New Year's Eve. The chests were buried on the island-and the grand prize was the island itself. Contest finalists were flown to the Bahamas, given maps and shovels, and allowed to dig for the buried treasure.

This had nothing to do with Piel's beer on the surface. But it had plenty when it came to results. First of all, the promotion plan gave chain stores across the country an additional gimmick for themselves. They set up thousands of Piels' display pieces. Results the first year showed these displays attracted customers. When the contest was repeated, with still more embellishments, there was a sales increase of 23% over the sales increase of the first year.

Expense is an object

One point to remember: a gimmick need not be expensive to produce high results.

Even when the prize is cold cash, it is not sheer quantity that counts. A \$500 prize for an imaginative contest that is fun in itself can be as exciting as \$5,000.

A distinguishing feature of a gimmick, in contrast to a full-scale promotion, is that it is usually light on cost, heavy on originality.

Remember that you can use as cheap a giveaway as a potholder with a set of kitchenware, or a 10cent ballpoint pen with an order of stationery.

Some national contests give noth-

ing of value to participants. Take the Miss Rheingold contest. Prizes go only to the model who wins the 'election." Yet it's common knowledge that the promotion is tremendously popular.

A type of gimmick that costs almost nothing is the direct mail "gadget letter." These usually have a little plastic telephone, loving cup, T-square, etc., stuck on with cellophane tape. Naturally, the gimmick should be keyed to the letter's contests, though the tie-in may be extremely fanciful. You might attach a small pick-axe and begin

What is a gimmick?

Says author Stanley Arnold: "The term gimmick, particularly applied to sales promotion techniques, is a much abused and misunderstood word. When I say gimmick, I'm referring to a unique selling approach. But for many people, the word gimmick implies something not quite honest, lacking the ring of true importance.

"As far as I am concerned, a gimmick is an unusual idea. It is an idea with high drama and strong consumer appeal. It is designed to focus attention on a product or service, and to develop sales that increase the gimmick user's profit."

your letter, "Mr. Executive, our business is digging for ideas . . .

By actual test, these attention getters have been found to attract more reader response than any other form of sales letter.

Remember, the value of a gimmick is its relatively low cost when compared with other promotion methods. A 10-cent item can often do as well as a \$10,000 one-when the approach is original.

Three pitfalls

It would be nonsense to claim that every gimmick is an unqualified success.

Here are some of the common mistakes companies make.

They offer inept prizes. Contests are actually on record in which bicycles have been offered as prizes

MANAGEMENT METHODS

CH ECK YOUR EMPLOYEES

TO CUT COSTS

EYES-A WAY

If you are looking for ways to cut costs, check the eyesight of your workers. Fact: as many as two-thirds of your employees may be working under visual handicaps—unable to see what they're doing as clearly as they should. Result: money lost through inefficiency, faulty production, waste. Here's how to uncover defective vision and correct it.

by Robert O. Barber, President, Univis, Inc., Ft. Lauderdale

If everyone in your company could see perfectly—

- Production would improve.
- Clerical errors would diminish.
- Waste would drop.
- Inspection costs would shrink.

The sad fact is everyone in your company can't see perfectly.

Authoritative research by the National Society for the Prevention of Blindness shows that anywhere from 30% to 66% of employees in any company have defective—but correctable—vision. In business where precision is vital, defective vision becomes doubly costly.

For years, plant workers have been known as "the hands." But most jobs involve eyes as well as hands.

Since employees' poor vision raises costs, it might be well to

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check vision in your company—and then do something about it.

Here's the story of one firm that did—and wound up with handsome savings.

\$6,000 per month saved

R. R. Donnelly, one of the nation's largest printers, decided to test worker vision in one department. It included compositors, linotype and monotype operators, lock-up men and proofreaders.

Many turned out to have poor vision. But 90% of the defects were correctable. After corrective glasses had been obtained, Donnelly estimated that total savings—in terms of spoilage, waste and interrupted production—came to \$6,000 per month.

The Donnelly company lost no time in extending its vision testing program to the rest of the plant.

First, foremen rated the efficiency of the 2,000 men and women to be tested. Then, using vision standards which had been developed by independent medical consultants, each employee was classified as meeting or not meeting the minimum visual standard for his job.

Here's how the efficiency ratings compared with the visual ratings.

Every single employee who met the minimum visual standard was a person who had been rated "above average" in general efficiency.

But—for those who failed to make the grade visually, only 20% had been rated "above average." A full 80% were "below average" in general efficiency.

Consider the cash difference of good vs. poor vision. For example:

- Proofreaders who met the visual standard produced 12 cents net value per man per hour *more* than those who did not meet it.
- Compositors who met the minimum visual standards produced 25 cents per man per hour (\$487.76 per man per year) *more* than those who didn't.
- Monotype keyboard operators who met the standard produced 71 cents per man per hour (\$1,384 per man per year) *more* than those who failed.

And so it went right through the company. Happily, more than 90% of those with defective vision were brought up to standard with corrective glasses. And that's when the savings began.

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What about your plant? If you have employees whose poor vision hampers their work—and chances are you do—corrective glasses will bring nine out of 10 up to par. A nationwide survey shows that only 10% of employees with poor vision have to be reassigned to other jobs. Usually it's because their vision is impossible to correct.

Take this example. When a crane operator was "grounded" because of an excessive accident rate, it was found that he was blind in one eye. There was no way to make it safe for this man to operate a crane, so another job had to be found for him.

How errors creep through

It isn't only increased efficiency that makes it profitable to have employee vision brought up to snuff. Fewer errors get through.

FOUR TYPICAL EXAMPLES OF VISUAL WEAKNESS

Plants workers aren't the only ones whose performance suffers if their eyes are poor. Defective, uncorrected vision handicaps secretaries, salesmen, stock clerks—even you yourself.

Read these four examples. They spotlight some things to watch for if you test for vision in your company.

Intermediate vision

1. Perhaps you think that office work calls only for good "near" vision. It's not as simple as that. Take Lucy Forbes.

Lucy is nearsighted and has worn glasses for years. But she began getting headaches. Her work suffered. She had the glasses checked. They were fine—for near and far vision.

What Lucy had trouble with was intermediate vision. She had to read stenographic notes comfortably while typing. She had to read the

telephone dial, adding machine keyboard, ledger, card file or other "fine print" material to be consulted or copied.

In other words, Lucy—and many desk workers—need glasses that will permit close work at what is really an intermediate distance; that which takes in the whole of a large desk top.

Unusual requirement

2. Howard Thomsen is a tool-anddie maker. He needs visual acuity for reading gauges and machine setefficiency rises and savings mount.

At the Donnelly plant, for example, an elaborate color printing job such as the cover of a national magazine may be stopped at final inspection. Reason: an error caused by someone who couldn't see sharply enough. So, the whole complicated printing process is stopped while the cover goes back to be done over again. Hundreds of expensive manhours and machine hours are lost in making the correction—hours that could easily have been saved had employee eyesight been up to par.

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Dr. Hedwig Kuhn, noted occupational vision expert and medical consultant on the Donnelly program, cites another example where poor vision cost a company money —and sales.

A tin mill in Gary, Ind. was getting back sheet after sheet of brightly polished tin which customers had found defective. This, in spite of a crew of well trained girls doing final inspection. Vision experts were called in. They first asked the foremen to designate their best inspectors. Then the ex-

perts analyzed the work of these inspectors. The trouble was spotted easily.

The girls had been considered tops because they were the fastest—piling up more inspected plates per hour than their fellow workers. But the reason these girls reached their high totals was their poor eyesight. It was so defective that they were not catching and rejecting the defective sheets of tin. When the condition was corrected, returns from dissatisfied customers promptly fell off.

Analyze vision

A man may be able to function perfectly well in his daily life without glasses. But, as case after case in different companies shows, he may need special glasses for his particular job.

For example, a factory worker could have perfect distance vision. But suppose his close and intermediate range vision is poor. If his work involves an operation anywhere from 18 to 36 inches away, he won't be able to see properly

CH ECK YOUR EMPLOYEES' EYES-A WAY

what he's doing. Special glasses are the answer.

One would think that if a man's vision is slipping, he'd be the first to know about it. Unfortunately, that isn't the case. How many farsighted people have you seen holding a book three feet away, totally unaware that they need glasses?

That's why it is necessary to analyze a worker's vision in relation to his job.

You can do this job yourself, or you can call in an outside vision consultant.*

Here are the factors to check:

Direction of worker's gaze. Does

*Ed. note: Either way, you can get assistance at this stage by writing to Univis, Inc., Vision Park, Ft. Lauderdole, Fla. Ask for a free supply of Visual Job Analysis forms.

tings, often with low visibility and low contrast between moving and stationary parts. His vision has to be good for the intermediate range from 14 inches to arm's length.

Normally, segmented glasses such as bifocals have the near vision segment at the bottom and the far vision segment at the top. If continuous vision lenses are needed, the intermediate range is usually sandwiched between the near and far lenses.

But Howard, in working around the equipment, gets into unusual positions. He often has to look up, which means that the near-vision segment of his glasses had to be put at the top where the distance range normally is. Just one more special requirement to be considered when checking vision: where, and at what angle, does the employee have lo look?

Of course, Howard needs safety lenses to protect his eyes from flying particles—an additional factor for factory worker's glasses.

Triple requirement

3. Bob Fielding is assistant manager of a supermarket. When the company checked his visual job requirements, it found he needed adequate vision for all three ranges: distance, to deal with customers and move about the store; intermediate, for supply shelves at arm's length and various heights; and near, to examine small objects and prices.

The checkup showed Bob was farsighted, which meant that glasses had to be made to correct his near and intermediate vision.

Driving requirement

4. Salesman Jack Folger spends a good deal of time driving. He needed bifocals—the top segment for distance, the bottom for reading instruments. Since light bothered his eyes (as it does practically every driver), he had sunglasses ground to his prescription.

If Jack had been a bus driver, he would have needed a different kind of glass. The higher the driver's seat, the more the driver looks downward to see the road. The close vision segment must be lower in the lenses to avoid interference with distance vision. The driver can shift his eyes downward without moving his head.

TEST YOUR OWN EYESIGHT

	SHOT	EDDY	Boss	DORY	20/50 - newsprint
16"	PERM	HOTE	CULL	BURN	20/40 — directories
40 cms.	TENT	30 U D		3088	20/30 - want ads
	****	****	****	****	20/20—dictionary type
	SHED	LY	RE	SURF	20/50-typing
20"	HOSE	PO	NY	NOSE	20/40 - textbooks
50 cms.	REET	TU	BE	COVE	20/30
			0.0		20/20
	POST	ни	LL	PLOT	20/50
24"	YELP	TU	RN	HOOF	20/40-typing
60 cms.	LOON	F	LT	DRUG	20/30 - magazines
	CHEF	D) C T	PORT	20/20
	STE	P	В	OND	20/50—news sub-heads
27"	LOR	D	D	ENT	20/40
67 cms.	BLU	R	c	LOD	20/30 - catalogues
	норе			EED	20/20

Here's a quick examination you can give yourself. Hold this page at the four varying distances listed on the left. See how far down each column you can read. Vision ratings (20/20, 20/30, etc.) are listed at right.

most of his job involve looking up, down or at eye level?

- Seeing distance. Can he see well enough to perform his major work operations, the secondary operations which enter into the job as well?
- Area he must see. Is the worker's vision concentrated on an area slightly larger than a postage stamp, or must he see a surface of many square feet?

A foreman or personnel man with

a tape measure can easily obtain these facts.

The next step is to check employees' job vision. Chances are you'll be surprised at the number of defects you uncover.

Vision checking programs

Some far seeing companies test job applicants' vision as a part of pre-employment testing. These tests help in placement. Almost any degree of vision is "employable" if one knows where to place a worker so that his visual limitation will not interfere with his work.

These firms also have a system of periodic plantwide vision testing. Eyes, and job demands, change constantly. The important thing is to maintain 100% visual efficiency.

It is one thing to test workers' eyes and uncover deficiencies. It is quite another to see that proper correction is obtained in every case.

Few companies have full scale ophthalmic services. Often a company can only urge that everyone whose vision tests below the standard should see an eye specialist and obtain proper glasses.

One aid is to give the worker a copy of his vision analysis. It's a spur to get him to the eye specialist and it helps the specialist in prescribing for the worker's particular needs.

The bright side

Usually the employee is as anxious as the boss to have his defective vision brought back up to par.

Many times, the employee who has been working under a visual handicap is only too glad to learn the reason for fatigue, headaches, irritability and other symptoms he may have been suffering.

The fact is that you can improve your profit and loss picture—and simultaneously do a service to your employees—if you test for and improve visual efficiency. You will save on breakage and waste, improve quality and eliminate rejects. Chances are morale will go up, too, in addition to the more direct production benefits.

Any way you look at it, it's one of the most profitable "maintenance investments" you can make. ■



About the author

Robert O. Barber, president of Univis, Inc., joined the company in 1950 as a director and vice president of

sales. He has devoted most of his career to marketing. At Univis, he has augmented the research program, including basic research into vision and optics.

Before he joined Univis, Barber had been sales manager for the Hoover Co., C. A. Mauk Lumber Co., and the Research Institute of America, as well as president of the Recordit Corp.

Is it time to change your trademark?

Here are the stories of six trademark changes: why they were changed—and how. From these candid case histories, you can discover whether now is the time to alter your trademark—or leave it alone.

by Gerald Frisch

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HODS

Executive Vice President Jim Nash Associates, Inc., New York "This business of creating a corporate image with a trademark is a lot of eyewash."

"There is perhaps . . . no greater asset a company can possess than a good corporate symbol."

Eyewash or not, the fact is that a corporate symbol, or trademark, is a powerful force in marketing today.

Witness the number of companies that depend heavily on their trademarks for corporate identification: General Electric, International Business Machines, Aluminum Co. of America, Borden's, Lucky Strike—the list is endless.

That the trademark demands as much top management consideration as other key areas is evident, too. This article presents capsule case histories of six companies that recently altered their trademarks. It tells you why they did it—and how.

From their experience, you can get some ideas on whether to alter your trademark or leave it alone. Included here are the areas to examine when you're considering a trademark switch.

Here are the reasons that caused six companies to evaluate—and alter—their corporate symbols.

To develop distinctiveness

Minute Maid Corp. is in a highly competitive field. Its frozen fruit juices sometimes fight for attention with as many as 10 different brands in the supermarket freezers.

Some time ago, Minute Maid became aware that its trademark needed changing. Competitors had begun to adopt many elements of the Minute Maid label. This resulted in a loss of Minute Maid's individuality and a reduction in the brand's traditional quality connotation.

"As a prelude to our redesign



About the author

Gerald Frisch has spent more than 20 years in the fields of industrial design, market planning and sales development. As executive vice president in charge of plans and marketing for Jim Nash Associates, Inc., a New York industrial design firm, he is responsible for relating clients' design development programs to current marketing conditions.

Among the accounts he supervises are General Bakeries, Ltd., Allied Chemical Corp., Bristol-Myers Co., Lever Brothers Co., American Brake Shoe Co. and the Simmons Co.

MAY 1961

53

MINUTE MAID





Minute Maid's crownlike double M symbol is used on all its products. However, so that customers can differentiate easily between the juices and the "ades", the latter is identified with a swirl design.

SIMMONS CO.



Simmons Co.'s new trademark reflects quality, but does not pin the company down to sleep products alone. It has been a definite aid in enlarging the company's image.

program," says Howard G. Dick, vice president of sales for Minute Maid, "we analyzed innumerable consumer survey reports to determine what our trademark design objectives should be. These reports showed consumers preferred designs that ran to 'naturalness,' 'quality impression,' 'appetite appeal,' and 'attractiveness'-all rather nebulous but important concepts. These ideas were expressed in visual form by the designers and ultimately resulted in the selection of a color band design for our juices and a swirl design for our ades" (see photos at left).

Another label innovation for Minute Maid's packages is the modernistic, crownlike "double M" symbol that appears above the name.

"The colors of the double M vary to harmonize with the different colors used on our individual concentrates," Dick says. "This makes it easier for the consumer to identify and select our product from the crowd. At the same time, the crown design of the M increases the prestige impression carried by the widely advertised Minute Maid name."

The new package design and trademark were developed from consumer responses. However, Minute Maid wanted to go back to the consumers and test the new designs to see if they indeed met the original consumer desires.

Says Dick, "In every test involving our new labels, consumer preference has been strongly in our favor, no matter what label was compared against our new design. Interestingly enough, reasons given for this preference were 'color,' 'appetite appeal,' 'neatness' and 'modern design.' Note that each one of these terms is strikingly close to the consumer specifications that developed from our first survey."

Why did Minute Maid revamp its corporate symbol? To regain brand individuality and quality connotations, according to Dick. The new double M crown symbol now appears on all Minute Maid packages, cartons, trucks, the annual report and other corporate properties. The company is moving toward the adoption of this new

symbol as the single overall corporate identity mark.

To enlarge a company image

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For 87 years the Simmons Co. has been known for quality sleep products. However, the firm does not manufacture these products alone. It wanted a trademark which was not associated specifically with sleep products.

As Grant S. Simmons Jr., president of Simmons Co., states, "We had several carefully defined objectives which became the basis for design development. We felt the new trademark should reflect integrity, leadership, authoritative good taste, an association with the home not restricted to sleep, and a universality of appearance not closely identified with any geographical or historical calligraphical vogue."

Since its founding, Simmons' trademark had been an owl sitting on a limb with a sign around its neck reading: "One third of your life is spent in bed." This trademark had very limited use. In fact, it had not been used in company advertising or on the company's stationery or packaging for at least 30 years.

Simmons' product line, aside from sleep products, includes furniture for home living rooms and hospital bedrooms. The prime objective was to find a trademark which by constant use would trigger immediate recognition of the corporation.

An industrial design firm was called in. Simmons asked the designers to submit a variety of designs, with the objectives mentioned above in mind.

After a period of research and examination, the new symbol was selected. What influenced management's decision in the final design selection? Says President Grant Simmons:

"Naturally, our top management's feeling about what best met our requirements was the prime factor. The recommendations of the designers were important. But we didn't stop there. A dozen or so of our executives' associates voted for their favorite design. We also considered carefully the results of the consumer research conducted by

Young & Rubicam, Inc., our advertising agency, and asked for the agency's opinions."

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How much weight to lend to consumer research is always a controversial affair. Here's what Grant Simmons Ir. said about it.

"To be absolutely candid, I do not really know how much the customer opinion poll might have influenced our decision had the results been different.

"In other words, we presented a half dozen alternative designs to consumers. They were asked whether they felt any of the trademarks satisfied the criteria we established in the beginning. Happily, the trademark that captured the best all-round batting average was the one we already favored. Had the research results been dramatically different, the research would probably have had more influence.

"At the same time, we don't think that we should conduct a vote on how people feel we should look, and then tailor our look by the vote. It is management's essential responsibility to create the look that will best serve its corporate ambitions. In other words, we view research as a tool of some value in reassuring management that its decision is not dangerously wide of the mark. Research might veto a very poor management decision, but it has very limited value in aiding management in making the best decision.

To reflect progressiveness

Baker's Chocolate faced a common problem: How to update an antiquated trademark and still retain its recognizability.

The Baker's Chocolate lady (see photo) is one of the most familiar trademarks in package goods history. First adopted in 1883, it has gone through several changes. Several years ago, General Foods (the parent company) decided to review the symbol's effectiveness.

Here's what General Foods' researchers found. While they discovered that the trademark was still doing an adequate job, it lacked the streamlined impression of other competitive symbols in the supermarket. It was necessary, the company decided, to add an important degree of spark, vitality, alertness and progressiveness to the trademark without sacrificing its inherent character. A key objective of the redesign program was to stay close to the overall effect of the original design. There was the danger that if the design were changed too radically, Baker's Chocolate might lose the solid franchise it had built up with its customers over the years.

As the photograph illustrates, much of the old trademark is retained in the new (cap, white apron, dark blouse, etc.). But the new figure has a crispness and freshness that the former one doesn't convey. The printing, too, has been changed to a more modern style to remain consistent with the idea of progressiveness.

Baker's Chocolate now has a new trademark which can hold its own with other updated competitive symbols plus the fact that the newness will serve for many years to come.

To attract new consumer markets

The shorter and simpler a trademark and brand name can be, the better.

This was the key thought when the Behr-Manning Co. decided to develop a new trademark for its cellophane tape.

Here's why. The cellophane tape gave Behr-Manning a fine chance to enlarge its consumer market. To move into this market meant a radical change in the company's packaging, advertising and overall marketing concepts. One principal change: to develop an appealing and easily recognizable trademark.

Since it began, Behr-Manning had supplied industry with coated abrasives and sharpening stones. In 1950, the company began to sell pressure sensitive tapes to industry and auto body shops. Only a fraction of its sales went directly to the consumer market, and these sales were done through local paint and hardware stores.

When the time to change came, Behr-Manning had a confusing array of trademarks. On one existing package of masking tape, for

BAKER'S CHOCOLATE



Baker's Chocolate retained the original shape of its package, but simplified the illustration of its traditional lady. This, combined with a more modern type face, accomplished Baker's objective: to reflect progressiveness.

BEHR-MANNING CO.





Behr-Manning's new symbol (bottom) replaced a confusing array of trademarks. The standing bear in the triangle, developed in 1939, was in use until recently, as were five or six other different corporate symbols.

INTERNATIONAL MILLING CO.



Robin Hood's packages recently got an extensive face lifting. According to exhaustive research, this new design (right) gives Robin Hood's package a substantial footing in the supermarket battle for customer attention. instance, these three symbols appeared:

1. A white bear's head outlined in blue, caged in a white triangle.

2. A white standing bear and the letter "M" in a white triangle.

3. A white bear's head outlined in blue with no triangle.

Behr-Manning decided on a new "bear" symbol. This had two advantages. It tied in with the company's name and it provided visual impact.

The confusing jumble of old trademarks obviously did not lead to quick, easy recognition or uniformity of the brand "personality."

The first step was to eliminate the use of the triangle outline. It only added meaningless obstruction to quick identity of the trademark. The designers felt that trademarks encompassed in abstract shapes have been used by so many firms over the years that they have lost their individuality. Geometric designs only serve to compress a trademark and put it on common ground with similar designs.

What finally emerged was a caricature of a happy little bear's head. The design is simple. The easy adaptability to color is obvious. The head and the name underneath are both clear, easy to spot. The trademark has individuality and good memory value. It can be used to represent the company in as many different ways as the company sees fit. Already it is being used on everything the firm produces and prints including the letterhead.

What about promotion of the new trademark? Behr-Manning did not begin to use the new symbol and brand name in consumer media until the mark had exposure and was well recognized among established jobbers and in industrial markets. This procedure did not demonstrate lack of confidence; it is the company's traditional conservative approach.

Then when it was time to go after the consumer market, the firm began a sales promotion campaign through its established hardware, paper and paint jobbers. The firm also switched some of its 500 sales and distribution personnel to the promotion of Bear Brand tape.

"I think it can be said very truthfully that this new bear mark and trade name is one of the finest merchandising steps this company has taken in the last 30 years," declares Henry J. Sidford, director of advertising and sales promotion. "We are feeling the cumulative efforts of Bear Brand and plan to use it more and more as time goes on for our other products."

To maximize customer appeal

For the first time in 50 years, the "face" of Robin Hood has changed. Here's the story behind the change.

The International Milling Co., makers of Robin Hood flour, decided four years ago to evaluate its traditional trademark. Purpose: to determine its effectiveness in present day marketing.

But International Milling avoided the one big pitfall in trademark evaluation. Instead of a cursory "seat of the pants" examination, the company performed exhaustive customer research and sales tests.

Only when it became obvious from this depth research that better brand and product identification could be obtained with a new trademark design, did the company decide to make a significant change.

Here's how the research project was handled.

First, a survey was conducted by an independent research firm in 25 cities with a sample of over 1,200 homemakers. The company wanted to find out the degree of consumer recognition and remembrance of the present Robin Hood symbol versus five competitive brands.

Results showed that in the minds of consumers, Robin Hood was primarily associated with green and red colors and that he was wearing a hat with a plume. These were the key associations with Robin Hood brand flour, despite the fact that the symbol was a tall, standing archer, complete with beard and moustache. He faced front with his longbow poised to release an arrow.

The designers of the new trademark felt that Robin Hood aiming or shooting an arrow would clutter the package area designated for the trademark. And if consumers did not identify the brand with these

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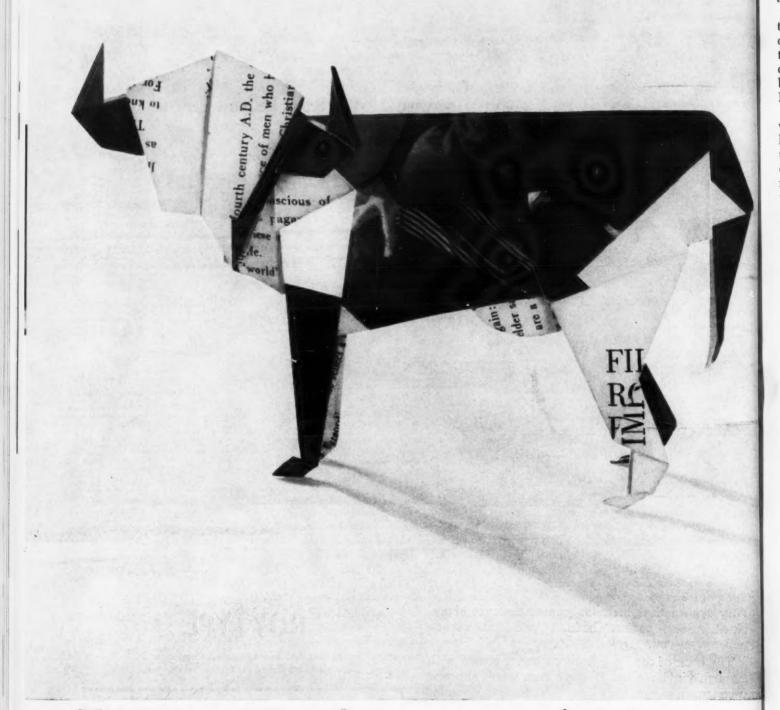
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(Circle number 152 for more information)



There once was a sacred cow among users of printing papers.

It said that only a heavy paper was bright and opaque enough for fine printing. Then Olin developed a new concept in papers called Waylite. It's a lightweight stock as opaque as many papers twice its weight, with extreme whiteness and great strength. Waylite gives you beautiful print-

ing results in halftone or line, black and white, and color. It can cut your postage in half, and reduce the bulk and weight of your printed material. Ask your Olin fine paper merchant about Waylite or write to us. See it, and you'll agree that it has turned one more sacred cow out to pasture.

PACKAGING DIVISION

ECUSTA PAPER OPERATIONS, PISGAH FOREST, N. C.

(Circle number 166 for more information)

characteristics, why include them at

Still, the company wanted to test this theory. Two design firms were chosen. One showed Robin Hood's torso with a bow and arrow. The other was content to identify the brand with a profile of Robin Hood's face and hat.

These two designs were tested with flash cards. More than 385 housewives in 10 cities were given the test. The "profile" design received the greater percentage of recognition from users and nonusers.

Next, in-store tests of the two designs were conducted. The tests were run for four weeks in chain stores and supermarkets. Results in some stores showed that the "profile" design substantially outsold the "torso" design, while in other stores the margin of difference was small. At the conclusion of this comparison test, the "profile" design was chosen.

Research didn't stop here, however. The company wanted to test a new application of the trademark on the flour bag. It also wanted to test consumer color preferences for the background of the new bag.

The new trademark was printed on the front of the bag. The back was kept free for recipes and special promotions. The old bag had always carried the standing archer on the front and back. On the new bag, three different color backgrounds were used: all white, all yellow, and yellow and white. Instore tests showed that each turned out to be an effective color, and so the company retained all three.

Also, results showed that the "profile" design sold extremely well compared to the traditional Robin Hood design. At this point, International Milling Co. officially adopted the new trademark.

If you are thinking of evaluating your trademark with an eye toward a change, keep in mind the various areas that International Milling Co. tested:

- Attention-getting.
- Attention maintenance.
- Product identification.
- Brand recognition.
- Visibility and legibility.
- Color preference.
- Association.

Good trademarks rate big plusses in each of these areas. Before International Milling Co. switched to a new trademark, it made sure each area was satisfied

To obtain quick recognition

For the Quaker Oats Co. to alter its trademark was not an easy decision. The firm, founded in 1877, had made only insignificant changes in the style of the Quaker gentleman originally developed to symbolize the company.

Moreover, the old symbol was familiar to millions. It was synony-

QUAKER OATS CO.



Quaker Oats Co. did not want to change its trademark completely. It only wanted to make its package more recognizable. The new design (right) achieves that end, still retains the feeling of the old package.



(Circle number 126 for more information)

How To Get Things Done Better And Faster



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Will a Country Club membership pay off in sales contacts?

Joining a country club for sales contacts is a good idea, but is it practical? Such social contacts are not only expensive, but they are not available in sufficiently large numbers.

On the other hand, sales executives estimate it costs from 7 to 17 dollars for every call a salesman makes under normal selling conditions. Any way you look at it, a sales lead costs money.

To reduce selling costs, our customers, who employ more than 250,000 salesmen regularly use Reply-O-Letter—direct mail's most effective contact-maker. You can, too.

As the name implies, there's a Built-In reply card in a special "pocket" behind Reply-O-Letter. No stamp is needed to reply, not even a signature!



REPLY-O-LETTER

ORDINARY LETTER

Above is Reply-O-Letter (A), and an ordinary letter (B). When a prospective buyer receives the ordinary letter his natural reaction is to pick up the loose reply card and read the offer without first having read the sales message. When this happens he feels he is asked to decide on something he doesn't know very much about. Now see how Reply-O-Letter works: the letter with its strong selling message is read first. The copy has an opportunity to convince the reader. In addition, the life of a Reply-O-Letter is longer because letter-andreply-card are never separated until the buyer is ready to act. Reply-O-Letter boosts your direct mail results by as much as 30% to 50%. One user says,

"Spending money for an ordinary letter is like buying a suit without pockets"!



See how Reply-O-Letter cuts through office routine. No secretary needed. No envelope. No stamp. Not even a signature.

All the sales contacts you want!

For over 26 years the Reply-O-Letter organization has helped prepare and launch literally thousands of programs to produce sales contacts for all kinds of products and services and under all kinds of circumstances. Our writers and artists, our unequalled experience and our record of tangible results are your assurance of maximum sales contacts for your salesmen. Yet, you can be sure Reply-O-Letter costs less than an ordinary multigraphed filled-in letter with card loosely enclosed.

Why join a country club? Perhaps the question should be...when? Try Reply-O-Letter first. A lot of men can afford to belong to country clubs because of the profitable sales contacts they gained via Reply-O-Letter.

Reply-O-Letter can help you. Our book-



let, "The 3 R's of Direct Mail" tells how...Send for it today...on your letterhead, please.

REPLY-O-LETTER

3 Central Park West • New York 23

(Circle number 140 for more information)

mous with one of America's leading breakfast foods.

Yet this firm found, as many have, that the rise in self-selection in supermarkets calls for new merchandising approaches. One new approach was to make the product more quickly recognizable.

Quaker Oats Co. had an equity in its "Quaker" symbol. So instead of changing the symbol, the firm simply had it modernized. The little figure with the wisps of oats (see illustration, page 59) was changed to the easily recognized head of the Ouaker.

The revised head-and-shoulders Quaker symbol has several advantages. It commands greater attention on a package. The small, standing figure could not be seen from too great a distance.

The new symbol is also easier to reproduce. It can be printed more colorfully, and is a convenient symbol for any kind of reproduction; it shows up more forcefully in various advertising media.

The alteration was carefully planned. In spite of the innovation, there remained no doubt in customers' minds when they saw the new trademark that they were getting the same Quaker quality products. At the same time, the greater eye appeal of the new trademark brought customers more quickly to the Quaker Oats shelf.

Summary

How a company dresses itself to go out and meet the public is of vital importance to sales and profits. Just as an ugly tie can offset the otherwise handsome appearance of a fine suit, so can a poor trademark partially destroy the good appearance of a company.

Now might be the time for you to alter your trademark—and it might not be. This article has shown why six companies found it necessary to alter their corporate symbols—for six different reasons.

But this fact stands out—none changed for the sake of change. Their reasoning was clear, their actions deliberate and carefully planned. Any company contemplating a trademark switch might well follow their examples. •

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You claim so much. Be specific. What's new and better about it? This: it's single-system. It does its punching and its typing all with one simple standard keyboard. See the keyboard in the picture down there? That's it. The Royaltyper tape is an exclusive, too. Its card width is

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operator sees every word she punches. You mean there's no blind punching? No blind punching as in outmoded 2-unit systems. Then the machine

takes over—at 135 words per minute all day long. Number of copies: unlimited. If you ever have personalized first copy mass mailings to get out, and you're tired of paying the price of independent punching or operator training . . . Where can I get literature? I'm going to tell you: get in touch with Royal McBee Corp., Port Chester, N. Y.

Oh, yes. One more thing. I bet it costs like . . . No. Royaltyper is firmly in line with other systems.

A PRODUCT OF ROYAL McBEE CORPORATION, WORLD'S LARGEST MANUFACTURER OF TYPEWRITERS.

(Circle number 144 for more information)

MAY 1961

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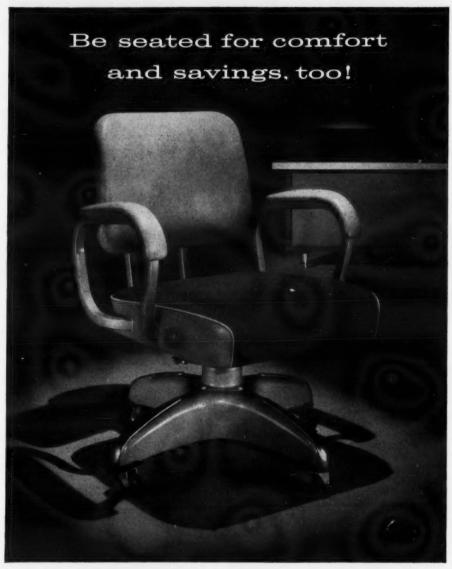
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COSCO "Office fashioned" chairs.

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*Models 25-S and 27-LA are priced with all-Naugahyde upholstery. Zone 2: Texas and 11 western states.



Manager asks expert

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by Dr. Robert N. McMurry

CAN YOU GET ENEMIES TO WORK TOGETHER?

Question: How do you get strong personalities with a personal dislike for each other to work together? I have two supervisors, both very capable, who just cannot agree. I think one of the greatest problems with employees today is their lack of ability to get along with people. Any information you can give me will be greatly appreciated.

Answer: The first, and most constructive, thing you can do is to recognize certain "facts of life" about this whole situation:

1. There will be no change unless you, as the superior, force a change. It's my guess that these supervisors enjoy fighting with each other too much to give it up on their own.

2. Your two supervisors are what they are. Their prickly personalities are firmly established as the result of their whole lifetime of experiences. To expect either one to make any drastic change in personality

GOT A PERSONNEL PROBLEM?

Send it for treatment (your anonymity preserved, of course) to:

Manager asks expert,

c/o Management Methods 22 W. Putnam Ave., Greenwich, Conn.

(Circle number 116 for more information)

makeup at this late date is sheer wishful thinking.

3. The only sensible course of action, then, is to change the environment. You need to fix things so that private wars seem more like hell to the combatants and also so that there are fewer opportunities for them to do battle.

By keeping these basic premises firmly in mind you'll save yourself from trying all kinds of sweet-sounding but utterly impractical approaches to your problem. Seeking to improve the "cooperative spirit" and "understanding" between these two supervisors is asking too much. Be satisfied if you can merely keep them away from each other's throats.

As to the precise details of how to proceed, here are some suggestions which might prove helpful:

1. If possible, keep these two supervisors separated. Give them virtually no contact with each other or even with each other's work. If this is not possible, then at least:

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2. Define each one's job just as precisely as possible both in terms of authority and responsibility. Cut down as much as possible any overlap between the two jobs and insist that each one tend to his own knitting. If either one oversteps into the other's bailiwick instead of coming to you with the problem, exert your authority and discipline him.

3. In any case, make it very clear to all your supervisors that getting along reasonably well with each other is an important part of their jobs and that this is one of the factors you weigh very carefully in judging their job performance. Let it be clearly understood that much as you value such positive qualities as technical competence and devotion to duty, these, by themselves, do not assure your approval.

One last point for you to consider. The mere fact that you feel that one of the greatest problems with employees today is their lack of ability to get along with people suggests that you may be overstressing technical competence and understressing basic personality makeup in deciding who should be hired or promoted. Some people consistently get along satisfactorily with others; other people equally consistently do not. Why not take a closer look at what each candi-

DON'T GET TRAPPED



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Yes, I'd like details about WESTern PENNsylvania's long-term, low-cost financing plan.

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date consistently has done in this area before deciding who the right person for the job is?

WHY WON'T A CONSULTANT GIVE ME THE FACTS I NEED?

Question: I've just fired my management consultant. I'm wondering if I've done the right thing. He spent a good deal of his time talking to our executives and line supervisors. Since I am the president, he reported to me. Yet when he uncovered a problem (several persons complaining about our personnel practices, for instance), he wouldn't say who was criticizing our policies. I didn't like his talking in generalities, and told him that I considered it part of his duty to give me specific information. He said it is unethical to divulge information he is given privately. The fact is, I've got to have specific information if I'm going to correct a problem. Who is right in this case: he or I? Answer: You have completely misunderstood your management consultant's purpose.

Instead of looking at the whole situation dispassionately, your reaction boiled down to "What stupid

so-and-so dared to question that practice? Tell me who it is! (And I'll take care of the problem by taking care of him!)"

When it is really necessary to identify some individual in order properly to bring a problem to your attention, a reputable consultant will do so. But he will do it in such a manner that he does not need to rely on confidential information in order to make the point. He would not, for example, tell you that the assistant comptroller told him he feels that the comptroller is a no-good chiseler who has his hand in the till. Instead he might ask you if your books were audited regularly and what types of checks and balances you had built in to your cash control procedures. Then, still without telling anyone what had been told him, he might question you and others about the background and habits of the comptroller and the assistant comptroller. He might then suggest a surprise audit. If nothing showed up he wouldn't necessarily drop the matter. Instead, he might call your attention to a number of seemingly paranoid reactions on the part of

the assistant comptroller, and suggest the need for medical care.

Thus if an individual is the problem, the consultant will identify him. But if an individual merely calls a problem to the consultant's attention, he will not.

Your consultant was being fair and reputable. If you think, after this explanation, you can use his services, call him up and apologize for misunderstanding his purpose. But if you still feel you have to know who said what, forget him. He's no stool pigeon and you're not the kind of person who can use a consultant.



About the author

Dr. Robert N. McMurry is a management consultant and psychologist with 25 years of experience in solving business problems concerning people. His new book, McMurry's Management Clinic (Simon and Schuster, 1960, \$4.95), contains solutions to scores of common "people problems."

Would you believe it? This table folds!

Introducing the first folding table to combine slim leg styling with dependable structural rigidity—the new HOWE "500".

Office space can be costly. Multi-purpose rooms help keep costs down. Such rooms can now be furnished with a folding table that combines contemporary, slim leg styling with "solid as a rock" rigidity—the new HOWE "500". Consider these design features:

- 1. Unique construction eliminates visible leg braces.
- 2. A 3" deep, flat black, baked enamel "apron" runs the table's full length and across the ends.

- 3. Handsome Formica top and edge create an air of quiet elegance.
- 4. Legs are finished in a choice of satin chrome or flat black, baked enamel.

Good looking, the new HOWE "500" is also structurally sound. Legs are 11/8" square, welded steel tubing. Each leg has its own lock; all locks operate from a single lever at the table's center. Magnets secure legs in the folded position.

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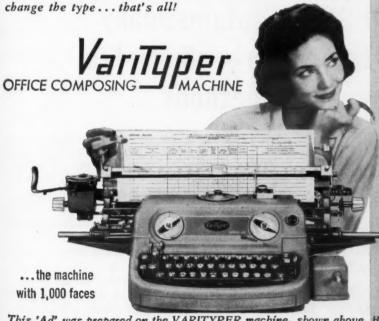
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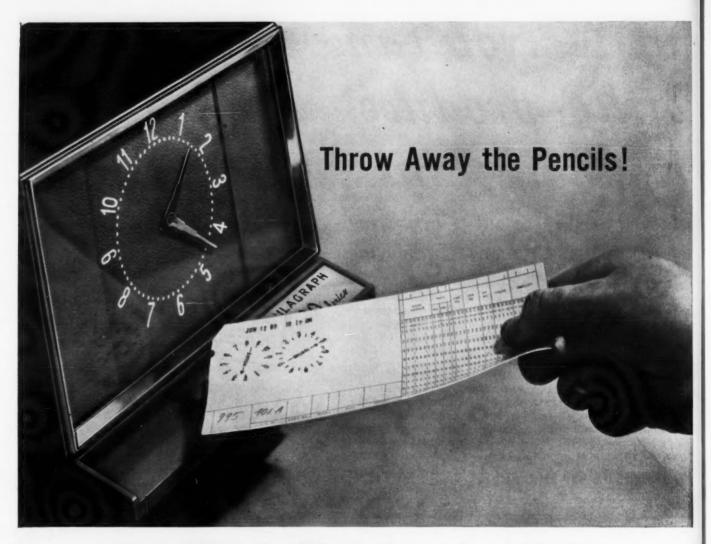
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Calculagraph 500 Series automatically computes actual labor time — eliminates error-ridden manual methods.

Your data collection system can be greatly simplified and attain greater accuracy with the new 500 Series Calculagraph because this completely new computing time recorder, based on the time-tested Calculagraph principle, computes as well as prints the actual time worked on any given production job. There are no complicated levers or buttons to set. The 500 Series makes the decisions. Production workers merely insert job cards at the "start" and "finish" of the job. The 500 Series does the rest. The actual time worked, with

nonworking periods automatically deducted, is printed on the job card and ready for processing.

The 500 Series dovetails easily with any internal data processing system or outside service center. In smaller systems where the volume does not justify the use of machine accounting, this new computing time recorder can be a system in itself.

Investigate this new 500 Series now. Write or call for more details and, if possible, send us samples of your job cards for analysis.

INDUSTRIAL DIVISION

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277 Ridgedale Avenue, Hanover, New Jersey

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Better ways

to run a business

Here's a way to

SAVE IN-PLANT TRAVEL TIME WITH SCOOTERS

Streamlining supervisory in-plant travel often allows management to broaden each supervisor's responsibilities. At the very least, there is often a substantial saving of supervisor unproductive time.

A typical example is a midwest manufacturer's maintenance foreman. This foreman spent a total of 1.2 hours a day unproductively walking from place to place. With a scooter, his travel or unproductive time was reduced to only 0.4 hours. This amounts to a savings of 67% of the supervisor's traveling time.

Cushman Motors, which made a recent survey on this subject points out that this is a *bona fide* savings. The supervisor can spend the 67% time gain on longer periods at key points, or perhaps take an extra trip to trouble spots for an extra safety check.

Here's a way to

WIN EXTRA MILES FROM PUBLICITY

Effective use of publicity can really promote your business or product.

Many firms work hard trying to place news items and articles in magazines, trade journals, and newspapers. When they are successful, too often they tend to relax and congratulate themselves.

The management of Joseph Dixon Crucible Co. believes that the moment of publication is the moment that the real hard work should begin.

The company was fortunate enough to have an article called

capture the ever-expanding Florida market and the big Southeast

Here's a dynamic distribution point which will put rich Florida and the major southeastern markets within your reach. And here, too, is ready-made convenience and economy in locating your warehouse or light industry. Invest in a desirable site in this well planned industrial park in Jacksonville, Florida, developed by Wesjax Development Co., or if you prefer, lease facilities built to your specifications.

Advantages include:

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(Circle number 109 for more information)

"Joe Dixon's Writing Stick" appear in *Reader's Digest*. This was the signal for Dixon's advertising staff to go to work. They distributed over 100,000 copies of the article to stationers, school teachers, and PTAs throughout the country. Dixon's salesmen were given copies of the article to use in their everyday selling.

The result was a substantial increase in business far in excess of what would have been generated by the printing of the article alone.

Few companies have the good fortune to have an article published in a nationally read magazine like *Reader's Digest*. But the same hard work principles applied to any publicity will give extra merchandising miles. For instance, one company utilized a small article printed in an association's bulletin, and kept it producing sales results for nine years. Here's how:

Step 1. Reprints of the article were used in a sales promotion.

Step 2. The article was rewritten aiming it at various industries. It was reprinted in these various forms by over 30 trade journals. Reprints were again used in sales promotions.

Step 3. All printed articles were condensed into a booklet which was used in a promotion.

Step 4. The booklet was released free to the public through the "new literature" columns of 12 trade magazines.

Here's a way to

STRETCH YOUR DIRECT MAIL DOLLARS

Here's a direct mail system that 1) cuts mailing costs by 50%; 2) aims each promotional salvo where it will produce the most good; 3) keeps track of inquiries until they are followed up in the field.

This system has enabled American Instrument Co., Silver Spring, Md. to reap higher dividends from each direct mail dollar.

This is how the system works:

The heart of Aminco's system is an ordinary tab card, punched with codes identifying each customer by geographical location, sales territory, and business category.

Sales literature can be addressed by running the mailing piece, together with the tab cards, through processing equipment manufac-



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tured by Scriptomatic Co., Philadelphia.

The equipment can be set to address by location, by sales territory, or by business category. For instance, literature of interest to only electrical firms will automatically be addressed only to electrical firms. This saves time and money and eliminates the chance of annoying customers.

The second important aspect of the system is a multi-part form designed to keep track of prospect inquiries. Customer's name, address, and the code number of the literature sent is typed on the form. One copy is used as a mailing label, another as a thank you note, and another is mailed to the salesman in the field. Two copies are kept at the home office. The salesman follows the lead and then reports his results on his copy of the form. If the salesman does not return the form in 30 days, one of the extra copies is sent to him as a reminder.

Here's a way to

GAIN CONTROL OVER TOOL CRIB PROBLEMS

If you are having trouble with the tool crib, you might take a tip from Kooima Machine Works, Inc., Rock Valley, Iowa. The firm recently solved its tool crib problems by using Remington Rand's Kolect-A-Matic system.

The system accomplishes four major results, Kooima states: provides a perpetual inventory of all tools, places responsibility for loss and breakage, maintains an even level of stock on all items, and prevents workers from favoring only the newest tools.

Records are maintained on visibly indexed cards housed in overlapping panels in a Safe-File unit. One file is set up by item name and description, and another is set up by worker's name.

When an employee checks out a tool, he fills out a three-part form. One copy is filed in the tool's pocket in the tool file. The second copy is filed in the employee's pocket in the workers' file. The third copy is given to the employee.

When the tool is returned, it is again a simple matter for the clerk to pull the copies from each file and return one to the employee as a receipt.



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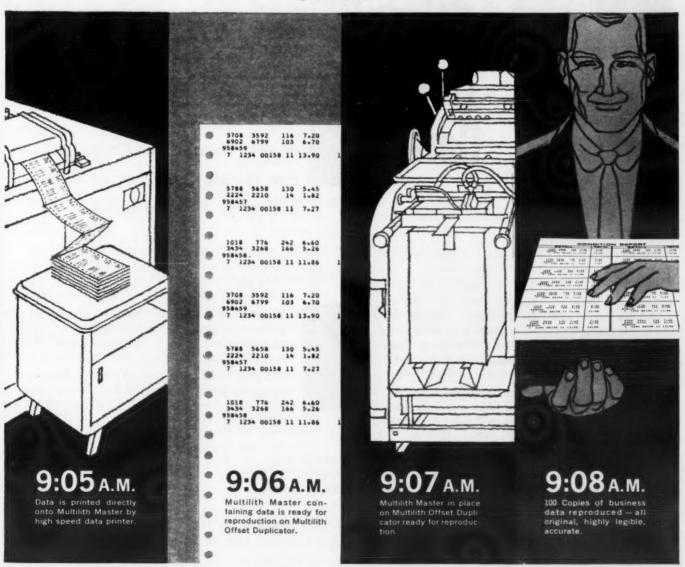
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Multiply your data output 100 times in 3 minutes! MULTILITH® OFFSET DUPLICATING can reproduce data obtained from all types of data processing machines, computers, accounting machines, etc. Quantities of 100 or less are ready in just three minutes-and there's no limit to the number of copies.

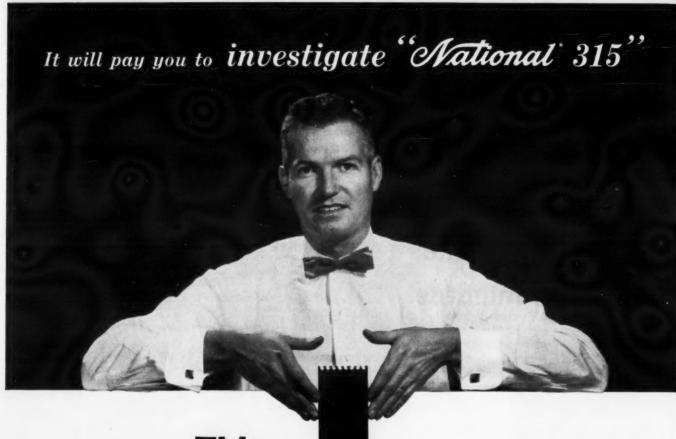
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This Card...

a new concept in Computers can revolutionize your data processing procedures.

This magnetic card is the heart of the National 315 Card Random Access Memory (CRAM)...an unequalled advance in economical magnetic file processing.

In effect, a reel of magnetic tape— $3\frac{1}{4}$ inches wide—has been cut into 256 strips forming addressable magnetic cards. A single card is capable of storing 21,700 alpha-numeric characters. Each card contains seven recording tracks that can be addressed electronically by the central processor.

The 256 cards (5,555,200 alpha-numeric characters) are housed in a removable cartridge that can be changed in less time than it takes to change

a reel of magnetic tape. Up to 16 CRAM files can be operated on-line with the National 315...providing 88,883,200 alpha-numeric characters...an unprece-

dented range of random accessible memory.

This unique system combines all the advantages of random and sequential processing...eliminates rewind time...requires fewer files... speeds sorting, up-dating, and reporting routines. INVESTIGATE THE NATIONAL 315 for economical price performance • For unusual expansibility • For high-speed, balanced processing • For economy of programming • For ease of operation.

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How to cut your ACCIDENT COSTS in half

88%

HUMAN FAILURE

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Statistics show that 88% of all accidents are caused by human failure, 11% by physical hazards, 1% by acts of God. John Morrell & Co. took advantage of these statistics and created a safety program that cut the number of accidents in half. You can use the ideas.



Here is a plant that cut its accident rate by almost 50%. This was accomplished through a low cost safety program. What they did, you can do. Here is what John Morrell & Co., Ottumwa, Iowa, did

Emphasize employee education

Place heavy emphasis on employee education. Statistics show that 88% of all accidents are caused by human failure. It is only commonsense to devote the major portion of your safety campaign to teaching accident prevention. This is the effective way to cut into that 88%.

Semi-monthly bulletin

Morrell distributes copies of a semi-monthly safety news bulletin to all of its employees. In addition to the safety tips and "preventive medicine" outlined in the bulletin, it became the clearing house for two high-interest safety contests. These were held during a 10-week period of the safety campaign during which the bulletin was published weekly. The contests were based on 10 general safety rules drawn up by plant foremen.

Employee contests

Each week the bulletin discussed one of the safety rules. The safety department subsequently sent a man into the plant to ask employees which rule was discussed in the last bulletin. The first two employees who knew the answer received a free pair of safety shoes.

Wives' contest

Educating employees' wives can be an effective way of reaching your workers. Morrell urged employees to take the bulletins home and have their wives learn the safety rules. The safety department then telephoned the wives, and the

ACT

OF GOD

first five who knew which rule had appeared in the last bulletin received canned hams.

The first week it took 47 calls to get five winners, the tenth week it took only nine calls.

Verbal education

Taking the time to talk to one employee a day about safety rules is an effective way to combat safety ignorance.

Each of Morrell's foremen talked to one employee for one minute a day about the 10 safety rules. This brought about a personal contact between management and employee, and accomplished much with little effort.

Don't forget physical hazards

You can't afford to avoid the 11% of accidents caused by physical hazards. The effective way to combat this is through protective equipment. You can't stop this type of mishap from occurring, but you can work towards having employees protect themselves with the best in safety equipment.

Here's how Morrell convinced more employees to wear protective helmets, shoes, and glasses on the job.

Helmets

To help promote the wearing of lightweight aluminum helmets, Morrell publicized an incident that happened in one of the plant's huge boilers. A large clinker dropped, two stories, onto a man working below. It struck his metal helmet, splitting it open, but the workman was unhurt and returned to his job a short time later. Showing a man a hole ripped in a metal hat will do more to get him to wear one than all the literature you could print.

Safety shoes

Making safety shoes attractive and available is the best way of promoting them.

The safety department put a big display in a show window offering dozens of styles. The shoes were sold to employees at factory prices.

As an added inducement, employees who looked at safety shoes in the display received a ticket on a transistor radio raffle. Employees who bought shoes received a ticket for a drawing on a portable TV set.

Safety glasses

Morrell furnished uncorrected glasses at no cost to employees, and paid half the cost of corrective glasses. This policy, connected with a carefully presented campaign, made substantial increases in the number of employees wearing safety glasses.

Health

A safety program to curtail lost working hours effectively must extend into the field of health. Morrell employs a full-time medical director and a staff of four nurses to watch over the health of its employees. Special health projects are undertaken from time to time. For instance, the company underwrote the cost of bringing a mobile x-ray unit to the plant which took 2,000 chest x-rays.

Total results

Morrell's lost-time accidents per million man hours dropped from a rate of 21.73 to 11.69 during the first year of its intensified safety drive. This figure is even more impressive when set next to the statewide average of over 30 lost-time accidents per million manhours of exposure.

Summary

You can cut your accident rates by paying attention to statistics. Since 88% of all accidents are caused by human failure, put your major effort into making your employees safety minded. Literature, contests and verbal communications are proven ways to develop safety habits in your work force.

Remember that 11% of accidents are caused by unavoidable physical hazards. Part of your safety plan should orient workers toward safety clothing and devices.

It is the healthy worker who stays on the job. Don't neglect to provide some facilities to help keep your work force healthy.

HERE ARE THE TEN SAFETY RULES THAT MORRELL SUCCESSFULLY PROMOTED

- 1. Report all injuries promptly to supervisor.
- 2. Use all provided safety equipment.
- 3. Avoid wearing jewelry.
- 4. Don't wear cloth, open-toed or high-heeled shoes in plant.
- 5. Avoid all horseplay, running or scuffling in plant.
- 6. Leave all electrical equipment alone unless authorized.
- 7. Don't smoke in designated "no smoking" areas.
- 8. Don't hitch rides on any in-plant vehicles.
- 9. Comply with posted warnings, never remove them.
- 10. Do not remove machine guards unless authorized.

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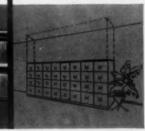


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Each shelf in the Power Shelf File has pushbutton control; a touch of the button brings required records to reference level swiftly, silently, electrically!

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Here's one of the few areas in America where it is possible to attract personnel in every category without difficulty.

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Executive decisions, after extensive site location surveys in many areas of the nation, have resulted in major companies locating here. Their managements will gladly give you the result of their findings.

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For more information about the Multitone pocket paging system, circle number 243 on the Reader Service Card.

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In the field of banking, for example, modern electronic business equipment reads a special language of its own to sort, list and post checks automatically. The ability of the equipment to recognize these symbols depends upon the quality and strength of a unique magnetic ink used to form the image.

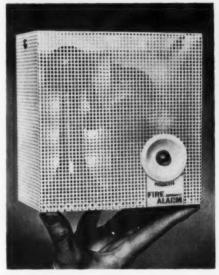
Columbia—long a leader in research and development of carbon papers, ribbons and duplicating supplies—has played a major role in the development of these magnetic inks. This scientific breakthrough is even more significant because it is the first in a field whose boundaries are yet unmeasured . . . a field in which Columbia is most capably equipped to pioneer.

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warnings. The warning alarm is activated by duPont Freon. When heat indicates possible fire danger, the device sounds a 12-to 15-minute ear shattering blast that can be heard for half a mile.

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For further information, circle number 230 on the Reader Service Card b

COMMUNICATIONS

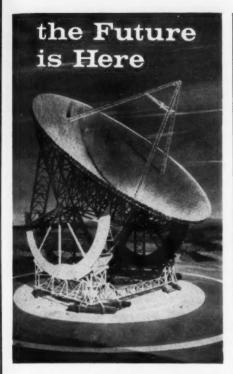
New developments emphasize speed and portability

Here are a few new products that attempt to answer management's constant demand for quicker and more efficient communication.

Mobile telephone . . . a newly designed telephone for cars and other vehicles has been developed by GE Communication Department, Lynchburg, Va. GE says it is the first mobile phone that allows free-flowing conversation identical to conventional telephone service.

For more information on the mobile telephone, circle number 225 on the Reader Service Card.

"Pocketphone" . . . Globe Electronics, Council Bluffs, Iowa, manufactures a 13 1/2-ounce miniature radio that broadcasts and receives at distances up to one mile. No



Are you trying to determine what to do about the future? Because of an exceptional combination of advantages a spot in West Virginia was selected as the site of the largest fixed movable object ever built, the U. S. Navy's radio telescope at Sugar Grove, W. Va., tall as a 60-story building.

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The future needs of your company are undoubtedly quite unlike those required by such a scientific installation. But look as you will, even to tuning in on celestial bodies, few areas possess the exceptional combination of industrial assets which West Virginia offers you.

West Virginia is near people . . . more than half the population of the country is within 500 miles. It is near four of the five biggest markets.

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In the expanding 60's West Virginia offers exceptional opportunities. Let us hear from you. Address Commissioner, West Virginia Department of Commerce, Room M-2, State Capitol, Charleston 5, West Virginia.

West Virginia

(Circle number 150 for more information)

license of any kind is required to operate it. Its built-in battery can be recharged, and will last up to one year without replacement. "Pocketphone" is priced at \$125 each.

For more information on the "Pocketphone" circle number 223 on the Reader Service Card.

Ray gun . . . a wireless communication system that uses infrared beams is marketed by Minneapolis-Honeywell Regulator Co. Words spoken into the ray gun are electronically converted into infrared beams and transmitted to the receiver which converts the beams back into sound. The maker states that hand-held units can be used for communication between points three miles apart, and that there are larger systems available which cover a range of 20 miles.

For more details on the communications ray gun, circle number 222 on the Reader Service Card.

Rapidial . . . Thomas A. Edison Industries has developed an automatic dialer with a magnetic memory. Rapidial will remember and automatically dial, by the pushing of a single bar, up to 290 different telephone numbers. Bell system companies plan to offer Rapidial to customers beginning about mid-1961.

For more information on Rapidial, circle number 231 on the Reader Service Card.

PAPERWORK

ElectraMatic photocopy machine claims answer to controversy

Should you buy a wet or dry office copier? The Photorapid Corp. claims that its new photocopy machine contains the better aspects of both types of machine while discarding the drawbacks of each.

The ElectraMatic photocopy machine features the completely dry handling of a liquid process. You never even see the liquid; it is safely sealed inside a clean, plastic tube. Yet you get the clarity and sharpness of detail of a wet copier, says the manufacturer.

For more details on the Electra-Matic photocopy machine, circle number 253 on the Reader Service Card.





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(Circle number 142 for more information)



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(Circle number 124 for more information)

take a group of technicians and rotate them, and you don't have this problem of permanently putting a lot of families overseas.

Q. What are some of the other problems, that this approach of

trators-that they knew how to run

a business. All we have to supply is the technical side. Now, you can

Q. What are some of the other problems that this approach of yours has sidestepped? You mentioned money, personnel.

A. We sidestep the danger of a nationalistic government taking a dim view of a foreign company. We are part of a local company, in effect. Our product is made by a local company; therefore it is a local product. It isn't hitting people in the face as being Yankee imperialists who have come over and set up business, such as Castro talks about.

Now, another advantage is that our licensees are free to do business anywhere they want to do business. A German licensee isn't restricted to any market-outside of the U.S. and Canada (he's restricted there from a patent situation, but not from any contract arrangement). So he is in competition with the Frenchmen and the British in a third market, which keeps him up on his toes and competitive. If you had a wholly owned manufacturing establishment that had a market area more or less spelled out for it by the parent company, it wouldn't be as competitive as the fellow who has to survive by being in there fighting all the time.

Q. What about the problem of bringing your international earnings back into this country?

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A. We have a foreign base corporation-a Venezuelan company. As a result there is no U.S. corporate income tax on any of our profits, unless we remit them to the U.S. parent company. So far all of the profit we've made has been reinvested. The primary purpose of forming our foreign base corporation was to use 100-cent dollars. rather than 48-cent dollars, to make these investments. Since the international operations have been, by and large, successful, our earnings in the form of 100-cent dollars are going into expansion. We figure

"Our foreign base corporation allows us to use relatively tax free dollars for reinvestment."

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that that program will probably run until next year or the year after. From then on, our earnings will probably start to accumulate. At that time we will have to decide whether we're going to remit dividends or what we're going to do with that money. If we don't remit the dividends, we will have to set up adequate reserves against the tax liability.

Of course, we do pay our local taxes in the countries where we obtain income. When the British operation remits engineering fees to us, let's say, there's a 10% or 15% withholding. That is paid at the source and that would be a credit against the remittance which we might make to the parent company.

Q. Have these tax deferred profits made your overseas growth self-sustaining?

A. Almost, but not quite. If we hadn't gone into this Brazilian operation we would have been completely self-sustaining, but to build a transmission plant down there and keep even with the inflation that goes on (because your inventory goes up in direct proportion to inflation; your plant costs go up and everything else)—that takes money.

Q. The Venezuelan corporation is the only foreign base corporation you use?

A. The Venezuelan corporation

owns the equity in all of these operations. Sometimes it owns it through a local holding company. For instance, we have a local nonoperative company in Brazil. All of its stock is held by our Venezuelan corporation, but it in turn holds the stock of the Brazilian operating companies. All of this is just a formality.

Q. Were you able to set up your foreign base corporation without trouble when you began your expansion into foreign markets?

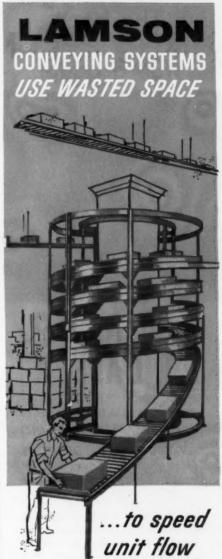
A. We set it up in '55. We went to the Treasury Department and outlined what we were going to do and why we were going to do it. They gave us a nod of approval. The real problem is the red tape you have to go through to operate under one of these foreign base corporations, which means you've got to have your office outside the U.S. You've got to do all your invoicing from outside the U.S., pass title outside the U.S., etc.

Q. It's paperwork.

A. It's red tape.

Q. Why is it that so many companies are going into foreign operations now? Is it because they have used up their markets here? Is it more profitable to do business overseas?

A. First of all, you have certain import and exchange controls. The lack of available dollars makes the bidding for dollars to obtain a dol-



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ZONE (Circle number 135 for more information)

STATE

lar license rather expensive in a foreign country. If you want to import from the U.S. and you're a Brazilian, you go to a public auction in which the Brazilian government tells you it has so many U.S. dollars available and you bid for them. If you get them, then you can get an import license to bring something in from the States, but if somebody outbids you, you're out of business.

O. Is that a common method?

A. A lot of South American countries use it.

Secondly, you have rules in many countries that restrict the import of products made domestically.

Third, of course, is the cost structure. Take a common market situation such as you find in Europe, Suppose an American manufacturer builds his product, pays freight and insurance on it over there, pays a distributor to handle it for him, and then has to jump over a 15% or 20% tariff wall on top of that. This is pretty rough on him when his wage cost is \$2.50 an hour and the French cost is \$1 an hour. That kind of competition is darned near impossible.

There is one other point which a lot of people don't realize. In Europe, where we helped to rehabilitate many plants that were bombed out, they have, by and large, better manufacturing facilities than we have here in the U.S. Plants are more up-to-date and faster, productionwise. Under our depreciation laws, we here can't afford to get rid of old plants as quickly as they could build from scratch. As a result, partly because of our own generosity after the war, they can lick our pants off on production.

Q. In other words, in the case of Clark and others, capital can be used more profitably overseas than here?

A. Well, yes. The return on your investment is much higher. And you would lose a certain amount of your business if you didn't go over there. If you had 10% export business, at least you'd lose that much. If you happen to have 25% or 30%, like some of these machine tool people had, it's too significant a loss to stand by and see go.

Q. Isn't another advantage of your type of overseas operation the fact



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that it helps to keep your opportunity open for U.S. exports?

A. Yes, that is important. Let's take France for an example. They couldn't import our high production model trucks because this size of truck is made in France. But being a French company, they have an easy channel to import those models which they can show the French government would not be economical to tool up over in France.

Q. In other words the law is there to protect them and if they decide later that they want to import certain specific products, then it's perfectly all right.

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A. That's right and it creates for our own U.S. company a market for such products. We can move those in there, but we'd have trouble doing it if we didn't have a company in there. And, of course, we get a lot of the service-parts business on the models which they don't manufacture. Further, practically all of these affiliates buy certain highly technical components from us, which would be too expensive to tool locally. So, as it turns out in practice, the foreign enterprises do create sales for Clark's U.S. company.

Q. What kind of companies can profit most, in your experience, in world markets?

A. I'd say the capital goods people primarily, because the world is lacking in a lot of the basic types of equipment for making other things. I'm thinking of the step between raw material and the socalled finished products-the fabrication stages.

Highly technical products, such as machine tools which operate automatically with tapes, have an excellent export market. European technology has not caught up to that yet. But you get down to adding machines, typewriters and that sort of thing, and they can do it just as well as we can.

We have a race going. The question is: Can U.S. companies develop new things faster than European firms can catch up to the advanced products that we have already developed?

O. Does a foreign company with some American methods mixed in tend to have a stronger competi-

1960 Fraud Loss 37.6% Greater than ALL **Electric Power Common** Stock Dividends

Electric power companies are bigbusiness. They paid an estimated \$1.09 Billion in common stock dividends in 1960. Yet this gain was far less than the national loss directly attributed to white-collar fraud, for the latter added up to an estimated total of \$1.5 Billion for the year.

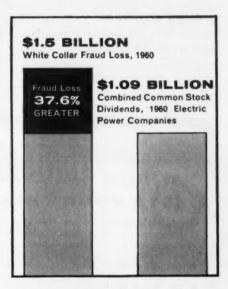
While it might be assumed that the theft of cash receipts is high on the list of culprits, these account for only 14% of the total loss. Diversion of inventories, a constant invitation to thieves, amounts to 12%. The big bulk of the total fraud loss, 74%, takes place in disbursement operations - and this despite extensive protective procedures requiring one employee to check the work of another.

One reason why disbursement transactions, whether cash or merchandise, are such a fertile field for embezzlers is because they can originate in so many different departments-most of them outside of accounting and treasury. Thus, opportunities for fraud are multiplied, manipulations often can be concealed for years, and the result is a staggering total.

Unfortunately, automation of paper work is no prevention. Machines have no propensity for questioning improper instructions-and such instructions, once fed into a machine, make continued theft that much

Automation has actually introduced a new business hazard because many firms when adopting it tend to discard former controls that deterred re-use, substitutions and unauthorized creation of documents. The mere fact that all transactions are accounted for dollarwise has no relationship whatever to the manipulation of documents, as the many articles in today's newspapers prove.

Transactions made to appear legitimate through re-use of bona



fide paper work, forging of paper work, or both, last year resulted in the tremendous losses illustrated on the graph above - losses that will continue to go on, without collusion, as long as disbursement frauds and diversions of inventory can be concealed by the manipulation of paper

That's why the CANCELLING OF ALL PAPER WORK AU-THORIZING A DISBURSE-MENT, AND THE VALIDATION OF ORIGINAL DOCUMENTS SO AS TO MAKE FORGERY DIF-FICULT, ARE SO IMPORTANT IN ENFORCING THE PROTEC-TIVE CONTROLS GOOD SYS-TEMS ARE INTENDED TO PRO-VIDE. That is why 77% of the 200 largest industrial concerns now follow this procedure.

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(Circle number 110 for more information)

HODS

tive position than it would without the American methods?

A. I think this: our way of doing business—that is, our setup for standard costs, for control of budgets and operations, some of our accounting procedures and our manufacturing type knowhow (outside of machinery itself), the controls and the supervision—are very helpful to break down some of the older type of thinking that has been in family controlled European companies for so long. As a result, the American knowhow is eagerly

sought after—management knowhow. We are constantly giving our international companies certain information—even information on plant layout, flow of material, process sheets and so on—which is not part of our contract, but which is essential to keep them highly competitive.

Q. And this information is welcomed and used? It is often suggested that Americans should not try to inflict their own ways and methods of doing things on other

people, who may be rooted in their own way of life.

A. Five years ago I would have agreed with that. Now, I don't think I agree with it at all. Five years ago if you went to France and said they should have supermarkets in that country, you'd have been laughed right off the street. Yet supermarkets are one of their biggest burgeoning industries right now. They said the French housewife wants to buy her lettuce or green groceries here, meat here, her baked goods here, her fish over here. No, she doesn'tnot if she can save three hours by shopping in a supermarket. Everyone told Avon that they couldn't sell cosmetics door-to-door in France, the way they do it here. But they went over and tried it anyway, and it's going like a house afire. This comes back to the translation of American sales knowhow into the overseas market. We have found that some of their techniques are good, but they're not as aggressive as we are. One of the things we insist upon with the distributor is that he has stock machines available for demonstrations. They never did that before. Things were sold on a personal you-know-me basis. Now, it is very competitive.

Q. Based on your experience, what would you do differently now that you didn't do when you made your licensing and equity agreements with foreign companies?

A. I think if we had it to do over again, we would insist on some sort of formula arrangement giving us an option eventually to acquire majority interest. One reason is that we are sometimes forced to go along with demands for added capital, as we have discussed. Further. after you've been in business-and we're just starting to face up to this now-the question comes up of a dividend policy. Do you reinvest your money-let it stay there and keep on earning-or do you pay it out to the shareholders? Well, the Europeans, to a large extent, pay it out to the shareholders. We, to a large extent, want to reinvest, let's say, 60% and pay the shareholders 40%. We would like to have a little more control on this matter.

In some cases, I think we will be in about the same position with the distributors with whom we started out making equity arrangements.



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Q. We talked about bringing dollars into the U.S., but what about the problem of taking dollars out of other countries?

A. That appears to be no problem. We insist that any arrangement we make has the complete approval of the local government. Our French agreements have a control number, given by the local government. When a fee is due, or a dividend is to be paid, they merely use that control number. The francs are deposited in a Paris bank and a dollar account is transferred over to us. That is even true in countries like India, and countries like Brazil. There are limitations on the amounts. For instance, you can't repatriate more than 8% of your investment per year in Brazil in the way of dividends. Also, royalties are limited to, let's say, 5% in the majority of countries. But in the normal course of events, you don't have to worry about the problem of convertability. There are numerous countries in which our government will guarantee convertability for a small fee, under the International Cooperation Administration.

Q. What other methods have you considered or tried, in moving into other countries? Has there been any trial and error?

A. We have tried a straight license arrangement, but converted that to an equity arrangement, mainly because of the fact that a license is a terminable sort of thing, and when it is terminated all you're left with is a competitor. In a couple of cases we've tried what we call a manufacturing contract, where we merely give the fellow an order to produce so many of a particular unit or product, and we take all the responsibility for distribution. But you don't have too much control over quality in a situation like that. You have the problem that the manufacturer insists on a fixed production schedule, and sometimes that is a little burdensome because you're going to carry a lot of inventory. We considered most of the approaches to this problem of world growth, and tried some of them. But we feel the method we've selected is the best for us. We might have done things a little differently, based on the experience we've had, but essentially we feel this approach gives us strong advantages, and avoids strong disadvantages.

To summarize, the advantages are, first, that you can move in a number of directions in a short time and with a relatively small initial capital investment; second, you provide only technical knowhow and technical personnel, not the

management which the local people are far better qualified to provide anyway; third, you spread your risk over many markets, so that government or economic trouble is unlikely to bother more than one of your operations, while the others continue to be profitable; and, fourth, you receive income in the form of dividends, license fees, and profits from export sales made through the foreign companies in which you hold equity.

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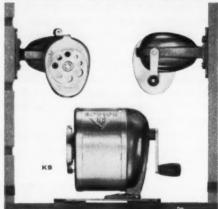
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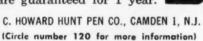
PENCIL SHARPENERS

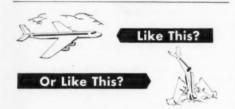


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(Circle number 112 for more information

Sales gimmicks

continued from page 48

to elderly winners. Others have dangled European trips before children without providing for their parents to accompany them.

A more understandable oversight was the offer of a "second honeymoon" trip for parents-without providing for the youngsters left at home. In subsequent contests, the prize money included an allowance for babysitters.

Watchword: the desirability of a prize, or the appeal of an offer, cannot be taken for granted. It must suit the age and type of contestant you want to attract. You should consider the atmosphere of the times and even the biases of a given locality.

For example, two trips to Queen Elizabeth's coronation were offered in a contest in the Middle West where there was little interest in English affairs of court. There were few entries and it failed to pay off on the investment.

They time gimmicks badly. Timing has to be planned in advance. Vacation trips should be scheduled for the appropriate season. Although savings result from going in the off-season, the psychological effect of doing so in a contest offsets the economic gain.

Supply and demand affect timing, too. For example, cars were particularly appealing as prizes when autos were scarce during World War II. Cash prizes are not so popular when savings are high as in times of depression. Just now, scholarship prizes are greatly desired by young people, while some years ago they drew fewer entries than did any other type of offer.

Gimmicks, because of their particular nature, must be something people want at a particular time. Bad planning can offset the advantage of an otherwise original offer.

They test gimmicks unrealistically. When trying out a gimmick, either through test markets or by visiting the vacation spot yourself, be sure the conditions will be the same in the actual offer. A twoweek vacation trip to New York might test well among Chicagoans, but the contest would have limited appeal if it were run in New York and Connecticut.

Similarly, Bermuda is beautiful



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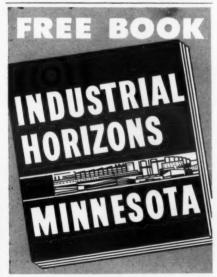
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(Circle number 129 for more information) MAY 1961

in the spring but don't offer it to contestants in the rainy months of November and December.

Here's another example of an unrealistic tryout. To promote Swansdown cake mixes, the company bought some talking myna birds and taught them to say "Swansdown." Officials expected this to have an electrifying effect on customers, but when the birds got to the supermarkets they wouldn't talk. In quiet, familiar surroundings, they had responded well. The noise and clamor of busy stores disturbed them and they forgot their training.

Judge gimmick ideas

No alert company turns to a gimmick without evaluating it. You can test a gimmick idea with these questions:

Do we need it? Will it work?

What will it cost?

Will it help or hurt the company image?

To determine whether you need a certain promotion device-and whether it will be worth its costdon't examine the gimmick. Examine the problem the gimmick is designed to solve. If another less costly method will take care of the problem, the gimmick obviously is not necessary.

There are various ways to discover whether a gimmick will work. You can test it. You can ask the advice of sales promotion experts. You can examine the experience of other firms that have used similar devices. The important thing is to be sure the gimmick has real possibilities for success. (Only the actual application will tell for sure whether the gimmick works.)

To figure the cost is relatively straightforward. If you have to buy a small plastic telephone, you can get quantity costs. You can estimate mailing costs closely. If you're advertising a contest, figure the cost of the advertising and the cost of the prizes. If display pieces are needed, you can get the prices.

But a good question to ask is: what will it cost if we don't introduce a gimmick which may solve our problem? As many top sales managers know, sometimes the most expensive program of all is to do nothing.

What about the company image? If an idea is in good taste-and this



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is first and last the most important criterion—there is not much danger of hurting the company image.

When to use gimmicks

It's been shown that gimmicks can dramatically boost sales. But there are other situations which call for considering a gimmick.

To simplify something complicated. Think how often models or animated diagrams are used in trade shows, window displays and other exhibits. These help make understandable such complex equipment as rockets, missiles, jet engines, electronic computers, television, etc.

To add spice to something basically simple. Piel's "Treasure Island" contest lent a different note to something as commonplace and familiar as beer. Live penguins have been used to intrigue the buyers of frozen food.

To broaden the appeal of a sophisticated product. Contests that offer such "sophisticated" items as Cadillacs, mink coats, color TV sets and the like tend to spread the appeal for such items, while retaining their quality connotations.

To excite jaded people. Probably the commonest demand made of sales executives is to get jaded customers excited. It's simple in theory: use more imagination than your competitors. But in practice it's often a difficult thing to accomplish.

Since familiarity with a commodity can breed product hopping (soap, cereal, certain clothing, or any "necessity"), it's valuable to startle customers with something different to keep their interest in your product. Dove soap's "bathtub full of money" is an example.

It's a fact, then, that imaginative gimmicks can be powerful medicine for sick sales.

But no gimmick, no matter how clever, can substitute for sound selling techniques. Knowledgeable merchandisers recognize gimmicks for what they are—valuable supports designed to add flavor, open wallets and supplement carefully planned regular sales efforts.

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Handled with originality and taste, a gimmick can add excitement to whatever product or service you offer. Experience shows that customer excitement and interest is the important first step in jacking up the sales curve.



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 hour.



About the author

Stanley N. Arnold, president of Stanley Arnold and Associates, New York sales and marketing consultants, has had wide experience in all phases of marketing activities. His company serves such clients as Esso, Lever Bros., DuPont, IBM, American Tobacco, and Goodyear.

Before starting his own business, he was director of the sales promotion division of Young & Rubicam where he worked on sales programs for Procter & Gamble, The Simmons Co., Piels Beer, Remington Rand, Gulf Oil and General Foods.

During his two years (out of 17 total) as vice president in charge of sales, advertising and personnel for the Pick-N-Pay supermarket chain in Cleveland, that company gained 27% in sales. Mr. Arnold is recognized as a leading authority on merchandising, sales and promotion contests.



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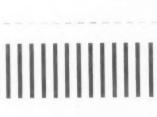
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